

Title:

Values Alignment in Voluntary and Community Sector Organizations

**Thesis submitted in accordance with the requirements of Liverpool Hope
University for the degree of Doctor of Philosophy**

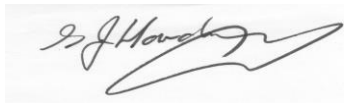
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June 2015

Declaration

“This work is original and has not been submitted previously in support of any degree qualification or course.”

Signature:

A handwritten signature in black ink, appearing to read 'S. J. Hardy', is written over a light gray rectangular background.

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The whole experience would not have been possible without the support of Dr David Bamber whose input and guidance throughout my research has certainly added to the whole learning experience. I will sincerely miss the constructive discussions around topics and theory. I would like to thank my fellow research students at Liverpool Hope Business School who have supported me throughout my research, their time and input has been greatly valued.

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Abstract

Introduction: - The study investigates values alignment process of leaders and employees and how alignment may support organizational development initiatives. The research has been carried out in two Voluntary and Community Sector (VCS) organizations in the North-West of the England.

Literature: - The study identified an opportunity to research several domains within business management. Although, there have been informal associations between the various fields of leadership, organizational development and values, little research has specifically worked across the three domains, within the community and voluntary sector.

Methodology: - The research took a Social Constructivism, philosophical perspective, which resulted in a Grounded Theory methodology being proposed. In order to meet the challenges of working with a Grounded Theory methodology, the research implemented a spiral approach as recommended by Berg (2007). This ensured a reflective approach to the research ideas and concepts, revisiting theory as it emerges from the data.

Emerging Ideas and Concepts: - The study identified several organizational values processes, which supported operational values delivery and service development. This included *Person Centred Organization*, *Organizational Alignment Model*, which collectively merged into a *Values Alignment Voluntary and Community Sector Service Model*. The service model provided some theoretical ideas around alignment of values and organizational development. The collective ideas of the model resulted in the study proposing the *Organizational Values Matrix*, which incorporates values based themes and organizational areas which underpin or support values ideas within an organizational context.

Discussion: - The discussion recognised the need for more humanistic perspectives in organizational development initiatives, which the current research indicates the models proposed do take into consideration. Furthermore, the research identified the human element missing from the previous values concepts proposed by literature which appear to take a 'hard' values approach, focused on the systems rather than one which recognise the staff and leader interrelationships on organizational values.

Conclusion: - The study has proposed the *Organizational Values Matrix* as a framework which enables leaders to take a planned approach, appreciating the internal capacity of understanding values, linking various components within the organization whilst recognising the impact on actions and experiences. The study recognised the need for further research around the values interrelationships which take place within the models and framework proposed through the research.

Key Words - Grounded Theory; Leadership; Organizational Development; Organizational Values Matrix; Values Alignment; Voluntary and Community Sector

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1.0 Introduction

The study investigates values alignment process of leaders and employees and how alignment may support organizational development initiatives. The research has been carried out in two Voluntary and Community Sector (VCS) organizations in the North-West of the England.

Leadership theory has a broad theoretical school of thought in the development and implementation of leadership practice. Nevertheless, in reviewing leadership literature ‘*values*’ is a concept which has flippantly been discussed and outlined within leadership models and concepts. For instance, during the initial scoping of research Emotional Intelligence (Goleman et al, 2002) had been the theoretical field in which the research aimed to investigate. However, in further reading and critically reviewing literature values continue to be a theme which emerged across domains, but with little consideration around defining values and how values interactions occurred.

Transformational leadership concept (Bass, 1985) has been identified as one of the leading leadership concepts of the 20th Century (Allio, 2005; Gillespie and Mann, 2004). Transformational leadership touches upon values as an intellectual stimulus within one of the four factors within the transformational leadership paradigm. However, even though values has been discussed in the context of leadership, such models and discussions have not appeared to define or even outline the interrelationships with values concept and leadership (Branson 2008; Koivula, 2008; Cennamo and Gardner, 2008; Goleman et al. 2002; Bass and Avolio, 1990; Andrews and Field, 1998; Goleman, 1998, Schwartz and Bilsky 1987; Rokeach, 1973). Values theory have discussed the concept of values alignment (Branson, 2008), but this has been solely focused on an organizational perspective, with little attention being paid to the values interrelationships of the organization and individuals in the organization. The study is suggesting the values brought to the organization by the staff within the organization are crucial when attempting to develop values alignment programme. Particularly, how these values interactions ae developed in order to scope out a values alignment across the organization,

There are several developments within the leadership domain when considering the values, in building on the established models of leadership which may add to the debate of leadership and values. Literature has been suggested that successful leaders have one common element, in different ways exceeded all reasonable expectations and succeed in getting followers or groups to fall in with their ideas (Larsson and Ronnmark, 1996). Yet, it could be argued that it is not about getting the follower to fall in line with the leader. Rather that leadership is inducing followers/subordinates to pursue common or at least joint purposes that represent the values and motivations of both leader and follower. Furthermore, it has been suggested that employees in today's ever competitive and turbulent environment are looking to experience an increased desire for more meaningful and fulfilling work outcomes (Kinjerski and Skrypnek, 2006). In a leadership view point this is of particular interest when examining the motives of staff in following leaders and/or organizational values within the VCS specifically when delivering services. This provides the unique aspects of the theoretic elements of the research, since there has been little research which has been carried out investigating values alignment, which incorporates leadership in driving organizational development.

The attraction in the leadership and organizational development of the Voluntary and Community Sector (VCS) is particularly interesting when considering the traditional nature of the sector. The sectors overall purpose aims to make a difference to people's lives, therefore, the driving factors for staff within the sector may be quite different than those of other sectors. Particularly, the values aspects associated with the individuals and organizations delivering services which have a wider social benefit. Furthermore, the drive by British Central Government over the last decade to outsource public services to the VCS involvement has required the sector to diversify service provision. The demand of such diversification has required the sector to consider wide organizational development needs in order to meet the demands of meeting local and central government contracts.

Therefore, the VCS provide an opportunity to investigate values and leadership which has a practical and theoretical basis. The theoretical basis focuses on the clarification around the ambiguity of values and value interrelationships within the leadership and organizational development domains .Whilst contributing to the development of a

sector which is facing considerable challenges in order to meet the outsourcing requirements in delivering local and central government contracts in the coming years.

1.0.1 Research Contribution

The study is providing original contribution to the wider body of knowledge within several areas, firstly, by importing established constructs from the fields of leadership theory and social psychology the study intends to bring a new perspective to these important topics. The research is bringing together two quite independent theoretical domains, which have often been critiqued in literature, but not in the context of the current research. Secondly, the research is approaching the study from a qualitative perspective and traditional values research has been very much quantitative (Rokeach, 1973; Schwartz and Bilsky, 1987; Schwartz, 1992), adding to the body of knowledge but from a different research perspective. Thirdly, the broader critique and clarification of values definitions in leadership theory provides opportunity to build on the current leadership paradigms with the additional aspects of values more thoroughly integrated.

The final area which provides the research with original contribution to the theoretic aspects as highlighted is based around the values alignment in supporting organizational development. The study intends to develop a potential values framework, to support the development and implementation of organizational development, which acknowledge organizational, leader and staff values. Although, this may initially support the development within the VCS, the values framework may be developed across other sectors; adding further to the body of knowledge around the development of values leadership framework in supporting organizational development.

1.1 Research Aim and Questions

Literature has suggested that research propositions restrict the development of research, since it potentially suggests premature closure on the issues being investigated (Goulding, 2002). However, literature has further indicated even within a theoretical development approach such as Grounded Theory, a study needs a focus through some form of research aim and questions (Partington, 2002). Nevertheless, in taking a spiral approach (Berg, 2007), which promotes a continuous review process

highlighting the benefits of outlining and revisiting theory. Therefore, in moving forward with the research the study shall take a continuous development approach reviewing the questions at each stage of the research process. Nonetheless, the current research aim and questions can assist in the development of the research design at this stage of the study. This will allow the study to review and propose the methods that will support the collection of the most appropriate data to respond to the research aim and questions. Whilst providing the study with a rich supply of developing data sources.

The study has identified overarching aim with two supporting objectives;

1. To provide new perspectives on values alignment as part of organizational development;
 - To gain greater understanding of values alignment process in leadership and organizational development and
 - To develop a values framework within the leadership domain to support organizational development.

Although, the study has identified a clear aim, the research design needs to consider several questions, which may be associated with the aim outlined. The purpose of the aim and objectives are to provide a basis to develop a greater understanding of the application of values alignment. The questions posed provide the study with an element of guidance around areas of interest and opportunity for the research. However, the aim, supporting objectives and questions are not definitive; analysis of the data through a spiral approach of revisiting earlier aspects of the research process may provide further areas of development, which have emerged through the research. This supports the philosophical perspective of building theory through voices, actions and experiences of the study.

Research Questions;

1. Could there be links with aligned values and increase organization commitment within the teams?
2. Are values acknowledged by staff within the workplace?
3. Would there appear any awareness of the organizations values?

4. Would there appear aligned organizational values within teams or across the organization?
5. Are the values of others formally identified within teams or across the organization?
6. Is values alignment recognised within the organization?
7. Are leader's values influenced by the values structures within the organization?
8. Do team leaders promote values alignment within teams?
9. How would the organizations internal value system support the engagement of staff in achieving their organizational goals?

The study has completed a thorough review of literature within the fields of values, organizational development and leadership, whilst critically analysing the methodologies available when carrying out social research. This will be discussed and reviewed later on in the paper. Nevertheless, in completing this process the study proposes a structure which will provide the research with relevant methodology, method and research design which will support the study in achieving its overall aim and objectives.

The following chapters will provide an overview of the literature within the fields highlighted in the introduction chapter, which have been reviewed in order to outline the aim for the research.

2.0 Sector Background

Over a decade ago, the British Government carried out a ‘Cross Cutting Review’ of the Voluntary and Community Sectors (VCS) role in delivering public sector services. The review identified the opportunity for the VCS, often referred to as the Third Sector, as key partner in developing and delivering services which are flexible enough to meet the needs of local communities. The review recommended the need for more discretion at a local level and the need for more community involvement in helping shape services, against a back drop of national standards (Home Office, 2004).

Following the initial review a series of Government papers were produced examining and recommending processes and infrastructure requirements which the sector needed to focus on in order to build the capacity of the VCS in becoming a more active partner in delivering local public sector services (Home Office, 2012; HM Treasury, 2002; Home Office, 2004; Compass Partnership, 2004).

The British Government brought the contents of the various VCS specific recommendations together into one overarching infrastructure framework. ‘ChangeUp – Capacity Building and Infrastructure Framework for the Voluntary Community Sector’ (Home Office, 2004), proposed the need to support frontline organizations. The support needed to be flexible and ‘fit for purpose’ for all of the organizations participating, which mirrors the needs against the stages of development those organizations find themselves working within. In essence, the recommendations stated there can be no ‘one size fits all’ approach, since the sector had a wide spectrum of developing organizations, from multinational charities such as Oxfam to localised charities which may consist of fewer than 5 staff. Nevertheless, the framework did outline several common support needs shared by most organizations. The key themes identified within the ChangeUp framework were based around the following;

- Performance Improvement.
- Workforce Development and Leadership.
- ICT.
- Governance.

- Financing Voluntary and Community Sector Activity.

(Home Office, 2004; pp.8)

In proposing the framework the Government recommended there should be an active strategy working across the themes by 2014. Since the ChangeUp (Home Office, 2004) paper, the British Government have implemented several initiatives to support the infrastructure development strategy. This has included Capacitybuilders, Modernisation Fund and Futurebuilders (Research by Design, 2010). However, Grint (2010) indicates all this infrastructure development and change programme are of little benefit within the VCS, if the sector leaders are not able to gain the 'buy in' of the staff and teams working within the sector. The infrastructure framework being implemented within the VCS across Britain provides several opportunities to support the choice of utilising the VCS as the sector specific focus for the current study.

There are three key aspects within the ChangeUp framework, which are of particular interest for the current research. Two of which focus on specific leadership and management subject areas, these being Workforce Development and Leadership, along with Performance Improvement streams. The third recommendation states that the framework should be implemented by 2014. This would possibly suggest a keenness within the VCS to participate in activities which supports them in working towards the recommendations outlined by UK Central Government.

The following section shall review current and previous VCS research, along with the leadership and management themes within ChangeUp (Home Office, 2004) and implications on the VCS.

2.1 Voluntary and Community Sector

Before embarking on the review of the VCS within Britain, it may be applicable to outline and define what the VCS looks like in the United Kingdom. Kendall and Knapp (1995) described the VCS as a '*loose baggy monster*'. The sector is made up of many diverse organizations ranging from unregistered and unincorporated associations through to national and international service providers, with multi million pound budgets. Myers and Sacks (2001) indicate there is no universal agreement on the exact nature of sector. They suggest this has resulted in various labels about the sector,

which are often contested. In the UK, this can include not-for-profit organizations, non-government organizations, charity sector, third sector, non-profit organizations, small medium voluntary enterprises, social enterprises, voluntary community and faith sector and voluntary and community sector (VCS). For the purposes of the current study, rather than switch from the various labels linked to the sector, the research will refer to the sector as the VCS. However, they all have a common thread; VCS organizations are independent of local and central government control. In fact, it has been suggested the sector is there, to not only deliver services, but to take up and act upon unpopular issues and criticize government bodies when necessary (Courtney, 1994). Although, they do have to work within the guidelines and criteria of the Charities Commission the regulatory body established to regulate and administer the affairs of charities within the United Kingdom.

The research has stated the initial rationale for the choice of the VCS as the sector specific focus for the research. However, the recent interest from Central Government to increase the capacity of the VCS is not necessarily a surprise. The sector has a tradition of innovation and a capacity of successfully working in a complex and turbulent environments. Although, various government papers have recognised the opportunity to improve and develop the sector in broadening the service provision delivered through the VCS (HM Treasury, 2002; Home Office, 2004; Compass Partnership, 2004). Nevertheless, the 'voluntary' aspect of the sector's name should not confuse the type of organizations being established and ran by volunteers. Though volunteers do have a key part in many of these types of organizations; what is essentially voluntary is that they have committees and boards, which are voluntary. This is structurally their distinguishing characteristics; however, they are professional and committed in running quality services. Although, Darlington (1996) suggests the nature of the sector does at times suggest an unprofessional approach to delivering services.

The sector may argue that Darlington's (1996) suggestion the sector is unprofessional is unfounded, with the scope and depth of the services delivered through the sector's services. Popple and Redmond (2000) indicate the independence and variety of agencies and organizations which make up the sector, provides an established national infrastructure which can deliver public services which have a more local and focused

scale. Myer and Sacks (2001) build on this view point by indicating the size, scope, financing and purpose of the VCS suggest a major economic contributor and service provider. Cabinet Office (2009) provides an insight into the size and scope of provision in the United Kingdom:

- 137,000 general charities in the UK,
- 61,800 social enterprises,
- 540,000 employed by the sector in England,
- Total income of £33 billion in 2006-07,
- 85% have income over £100,000 and
- Total Government funding to VCS in 2006/07 across UK equates to £27 billion, which includes £7.8 billion contracts and £4.2 billions grants.

(Office of the Third Sector, 2009; pp. 1-3)

In delivering local services to the scales identified it has been necessary for the VCS to develop partnerships with public and private sector agencies. This ability to build and hone inter-sector partnership has increased the interest in how the VCS can add value to current and future public sector service provision. This has been recognised within literature, who have indicated the sector is a leader in building broad sector partnerships in adding value to statutory provision through ancillary and additional service provision (Baxter, 2002; Myers and Sacks, 2001; Popple and Redmond, 2000). When examining the activity of the VCS in delivering current services to their beneficiaries and client groups. The study would suggest the sector should have confidence in delivering local public sector services. Furthermore, the VCS may not acknowledge the key themes identified within ChangeUp (Home Office, 2004) as a priority since they have been delivering services successfully for many years. However, a shift in central government's approach to procurement and delivery of services will impact on the VCS and how the sector is best placed to respond to this could raise many challenges if not examined and reviewed (Baxter, 2002; Myers and Sacks, 2001; Darlington 1996).

Although, literature indicates there would appear opportunities to utilise the VCS within a piece of research which is focused around values, leadership and

organizational domains. There is an element of ‘bias’ with regards to focusing the study around the VCS from the researcher, who has worked professionally in the sector for over 20 years. Nevertheless, the VCS does have a tradition of responding effectively to opportunities and actively participating in development programmes which support the growth of the sector (Baxter, 2002). The study would state the VCS is not only diverse, and economically productive, the sector is positioned well to respond to the ideas and recommendations proposed through the research.

2.1.1 Organizational Overview

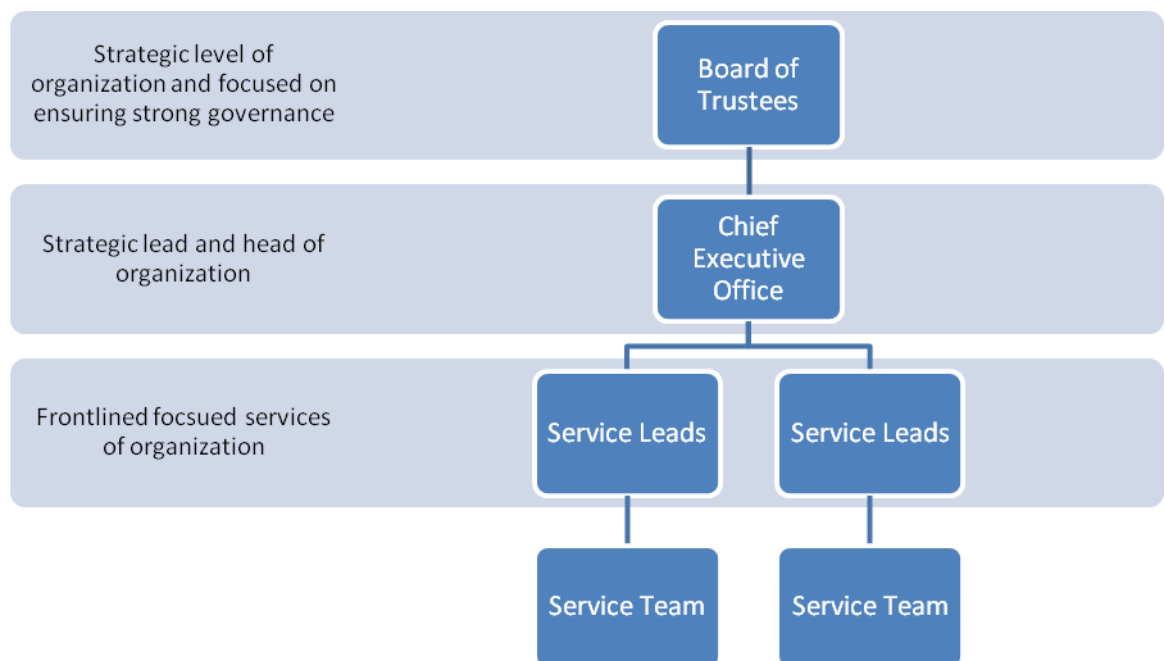
The study has identified the diversity and size of the sector in the last section.

Although, this information is useful in appreciating the scope of the sector this did in itself identify another challenge the study needed to overcome. The current study did not have the resources and scope to study the whole sector and would need to make a decision on how to move forward in identifying and working with organizations in the VCS. When examining the finer details of the sector, 87.8% of all VCS organizations have an income under £500,000. The majority of these VCS organizations have an annual income of £10,000 - £500,000 (Charities Commission, 2014). This provided the study with an initial rationale on the size of VCS organizations the research would aim to work with. Since, organizations that fit within the annual income bracket provided a representative body of the highest proportion of organizations in the sector.

The rationale to work with such organizations was twofold; access to all parts of the organization would be easier than much larger organizations. VCS organizations with income of £10,000 - £500,000 have a workforce of no more than 15, full time equivalent staff. Secondly, organizational structures are quite flat in the sense there are often as few as 3 tiers in the organizational make up. This will allow the study to work across all tiers within the organization when carrying out the research. The staffing structure would be similar to Chart 1.1, Organizational Structure, which shows an outline of the staff structure within such organizations. In addition, the legal status of the organizations being registered charities, limited by guarantee, meant that the governance processes and procedures would be similar in following the regulatory requirements outline by the Charities Commission and Companies House. Taking these factors into consideration it means any VCS organizations the research intends to work with would have similar characteristics, even if they had different objectives.

Therefore, although organizational objectives may differ the core characteristics of the organizations would be similar. In that the annual income, governance and organizational structure would not be drastically dissimilar. This would allow the study to look for emerging patterns and themes, conceptual ideas which can be developed by comparing divers or similar which indicates same conceptual categories. This will be covered in greater detail during the systematic data collection chapter later in the thesis.

Chart 2.1 Organizational Structure



2.1.1.1 Participating Voluntary Community Sector Organizations

Two organizations were identified as possible participants in the research which met the outlined rational for potential VCS organizations who could participate in the study. Tables 1.1 to 1.4 outline the variety of characteristics of the organizations and the individuals who participated in the interviews from each of the participating VCS organizations. Both organizations were based in the North West of England; Knowsley Disability Concern (KDC) is a Knowsley based disability charity, limited by guarantee, which has been established since 2000. KDC has a board of trustees consisting of 13 members and is led by a Chief Executive Officer. KDC’s organizational structure is outlined in Chart 1.2, which indicates a flat structure, which is very much project based. Hyndburn and Ribble Valley Council for Voluntary Service (HRVCS) is a Lancashire based infrastructure support charity, which is

limited by guarantee, the charity has been established since 1998. Both organizations employ mainly women with 87% of participants being female and 13 % being male, which was a representative group of the workforce. HRVCVS has a board of 8 members and is led by a Chief Executive Officer. HRVCVS’s organizational structure is outlined in Chart 1.3; this too indicates a flat organizational structure which is very much a project defined delivery structure.

Table 2.1 Organizational Characteristics

Organization	Annual Turnover £	Number of Staff	Number of Trustees	Number of Service Users	Number of Years Organization Established
KDC	250,000 – 500,000	8-15	13	200+	10 years
HRVCVS	250,000 – 500,000	8-15	8	200+	14 years

Table 2.2 Gender Characteristics

Gender	Females	Males
KDC	6	2
HRVCVS	7	0
Total	13	2

Table 2.3 Age Characteristics

Age	18-25	26-35	36-50	51-65	65+
KDC	0	0	4	4	0
HRVCVS	0	0	2	5	0
Total	0	0	6	9	0

Table 2.4 Service Characteristics

Years’ Service	Less 2	2-3	3-4	5-6	6-7	7-8	8-9	10+
KDC	1	1	0	0	1	1	0	4
HRVCVS	0	0	0	1	2	0	0	4
Total	1	1	0	1	3	1	0	8

Alongside the organizational characteristics each charity functions under the same governance guidance as outlined by the Charities Commission (2014). The purpose of this outlined governance process is to ensure that VCS organizations are ran with transparency; through the delivery of their services, the VCS remain accountable for their services and actions. There are consistent governance approaches and ways of

working to ensure charity stakeholders have confidence in the activities run by such organizations. The study would state the characteristic details outlined for each of the participating VCS organizations, general assumptions around their governance processes as being similar. Particularly, when acknowledging each organization has been established for over 10 years and throughout this period have met the legislative requirements outlined by the Charities Commission (2014). The study would like to note, at the time the field research was carried out with the specified organizations; neither organization had any clearly stated values. Neither organization discussed or mentioned values in any internal or external documentation or materials. This is not to say values were not present in the organizations but they had not defined what values the organizations aspired to achieve. This in itself did initiate some careful thought and consideration in working within such organizations in a values based research project. However, in the end this was seen as a potential opportunity rather than hindrance in the current researcher's perspective.

The initial review of characteristics, structure and governance would suggest similarities in these two VCS organizations, which the study would propose provides an opportunity for the research to utilise a constant comparative method, which allows the research to look for emerging patterns and themes. Conceptual ideas can be developed by comparing diverse or similar which indicates same conceptual categories. However, this will be discussed in more detail in Chapter 5.4.3 "The Data Collection Considerations". The sector has been identified as an appropriate sector to research, whilst the organizations have been identified as ones which will provide a sound basis for the study. Nevertheless, at this point the details around the specifics of the leadership and organizational development in the sector have not yet been discussed. The following section will review this in more detail examining themes within leadership and management associated with the sector.

Chart 2.2 KDC Organizational Structure

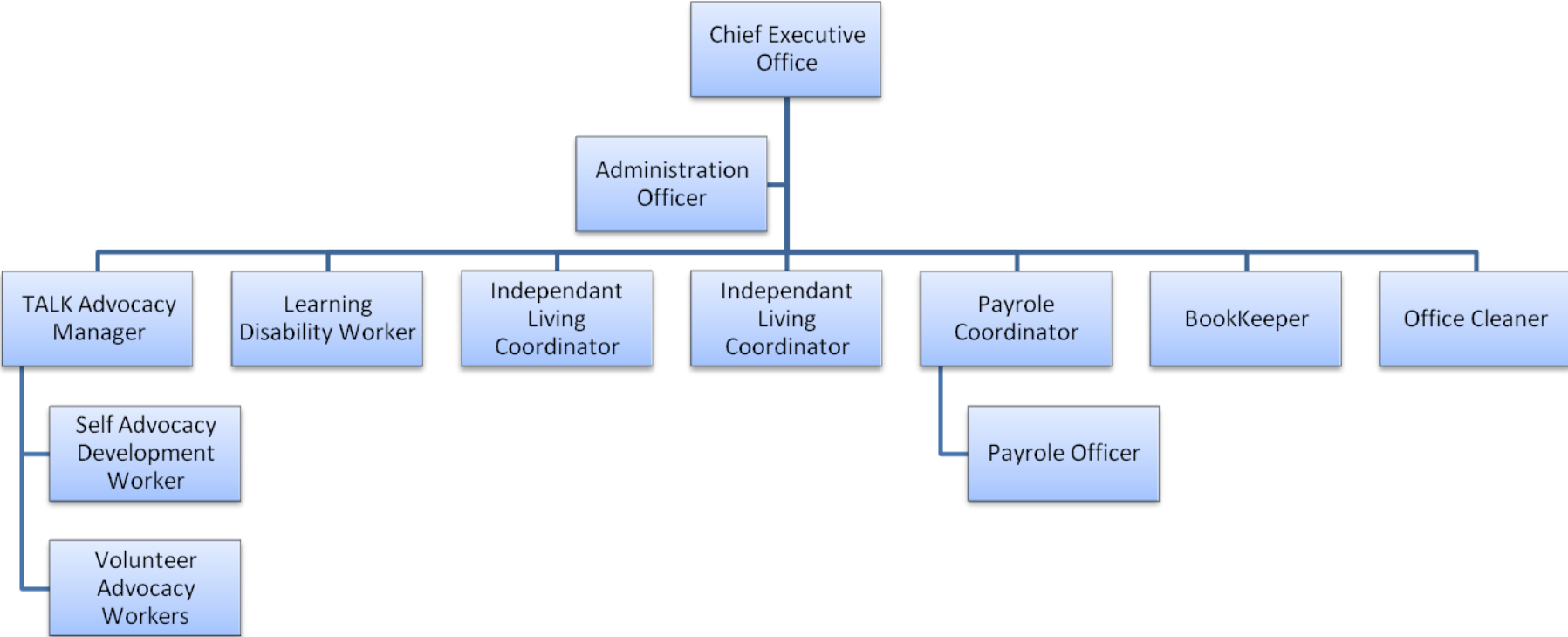
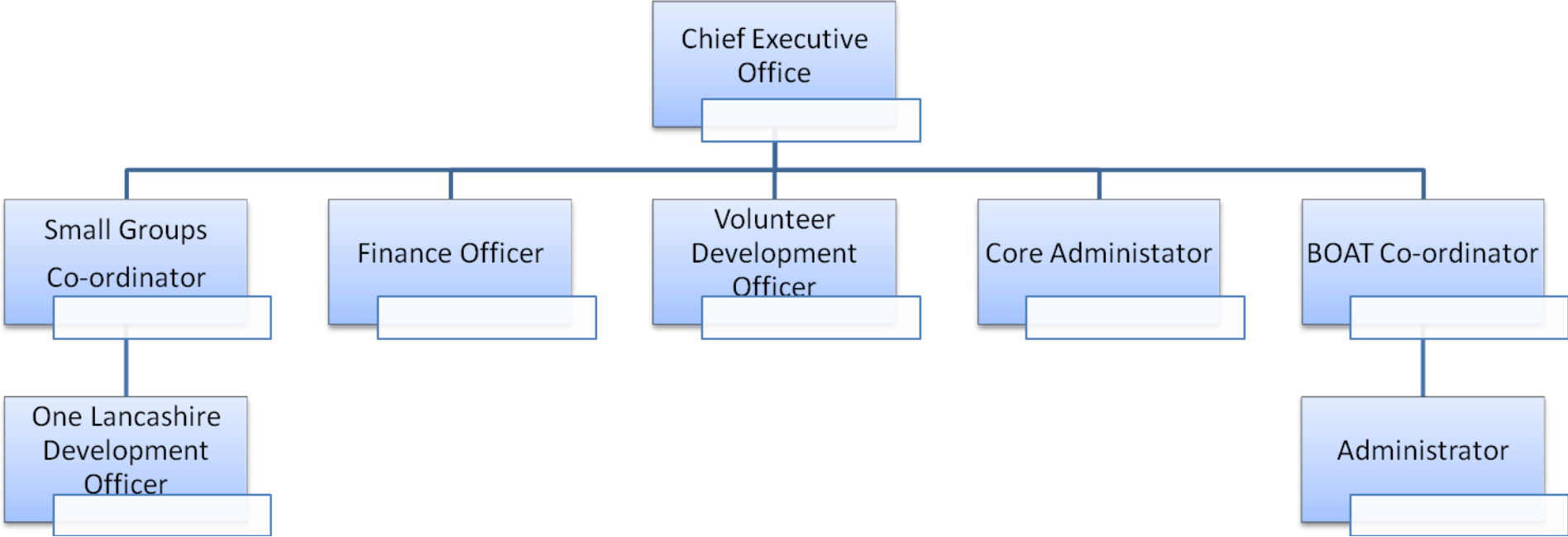


Chart 2.3 HRV CVS Organizational Structure



2.2 Voluntary and Community Sector Leadership and Management Themes

Although, it may be stated the VCS is well positioned to deliver public services, as with most organizations there are opportunities to develop and enhance the infrastructure and working practices. Prior to the ChangeUp (Home Office, 2004) being published, literature has indicated there was several cross cutting themes within the organizational development needs of the VCS. Myers and Sacks (2001) discuss the need to build capacity of VCS organizations through leadership, which in turn supports those organizations achieve defined milestone in delivering services. Whilst over two decades ago, Courtney (1994) and Milne and Gibson (1994) discuss the need for new performance skills and leadership to tackle the challenges the sector faces in the growth opportunities ahead. This would suggest the recommendation outlined through the central governments 'Cross Cutting Review' was not necessarily a new phenomenon for the sector, but rather reinforcing the sectors belief/desire to be seen more professional. Furthermore, since the publication of the ChangeUp framework, it has been suggested the leaders within the VCS need to be able to look beyond the boundaries of their organizations in engaging and shaping staff and communities (HM Treasury, 2010).

The attraction in the leadership and organizational development of the VCS is particularly interesting when considering the traditional nature of the sector. The study has discussed the independence from government the sector possesses. Although, it could be argued that when you review the funding to the sector from government agencies they may not appear as independent as first thought. Nevertheless, this independence in legal status and framework for '*doing good*' rather than profit or in accordance with politically dedicate regulations; provides a fascinating basis to examine the leaders and staff within the sector. Furthermore, leadership and management approaches have traditionally been examined in public and private sector organizations. The interest in maximising profit and the scope of public sector services have provided academia and business consultants with a range of opportunities to review and examine leadership within organizational settings.

However, Larsson and Ronnmark (1996) indicate leadership in VCS organizations deserves special attention since the sectors overall purpose aims to make a difference to people's lives. In a leadership view point this is of particular interest when examining the motives of staff in following leaders and/or organizations specifically when delivering service. Jeong (2010) discusses the concept of voluntary engagement dedicated to a variety of purposes which is often linked to nurturing capacity for collective action. In a leadership perspective this provides an extremely interesting perspective to examine, leader follower interaction. Although, it has been suggested this is not all plain sailing, Dartington (1996) states leaders in the sector can be frustrated and held back due to organizational structures and perceived non-professional working practices. Combining both perspectives, making a difference and possible frustrations within VCS organizations provides a basis within the domain of leadership which may have not traditionally been examined or reviewed. Milne and Gibson (1994) would appear to support this by suggesting the VCS offers a highly suitable target for research offering a rare insight into the nature and effectiveness of diverse forms of helping.

Furthermore, the domain of leadership in isolation of other parts of management practices may seem as a non-starter since it has been suggested leadership is associated with achieving objective above and beyond the anticipated expectations outlined by management. Therefore, the overall aim of developing organizations through the recommendation within the 'Cross Cutting Review' (Home Office, 2004) provides a second area for the research to investigate as an underpinning part of the whole organizational development domain. Baxter (2002) discusses creative partnerships between public and voluntary sector services working together in adding value to current and future provision. The study would argue, adding value relates to many aspects of service provision. Nevertheless, it can be suggested in adding value organizational development approaches would be a prerequisite in developing VCS services. This would appear to support the recommendation of ChangeUp (Home Office, 2004), which indicates the need to improve organizational infrastructure, which commands the confidence of funders, being public sector service providers.

The study would state the themes within the Cross Cutting Review do provide a basis which supports the studies recommendations to research leadership and management

practices within VCS. Nevertheless, the two themes of leadership and organizational development remain extremely broad when thinking in terms of leadership and management subject. Therefore, before embarking on any rash recommendations some further examination of the sector would provide contemporary aspects to study within domains of leadership and organizational development.

2.3 Moving Forward

The sector overview has discussed the rationale behind the recommendations for researching leadership and organizational development within the VCS, particularly the organizations selected to participate in the research. Furthermore, the discussions have highlighted the themes which have been identified by the British Government as key themes for the sector to develop in order to secure future Central Government funding opportunities. However, the study has recognised the broadness of the themes and the need to focus down further on topics within the themes before moving forward to review traditional and contemporary literature within the field of leadership and organizational development. The areas which the study has touch upon relates to the nature of the sector and the organizations which make up the sector. Specifically, how the leaders bolster the subordinates compliance with mission of their group to strongly held values, ideas and aspirations shared by the members of their organizations. These provide some focus points when reviewing academic literature around leadership and organizational development.

3.0 Literature Review

The study has provided an introduction into the research, clarifying the academic domains, whilst acknowledging the practical sector focus and challenges. Before embarking on a review of potential methodologies and research design the study will carry out a more thorough literature review of the theoretical areas the study has identified. The literature review will carry this out in an interwoven manner examining values and values alignment with the management theory of leadership and organizational development. This will be followed by more critical examination of values definitions and values theory. Providing the literature review with the opportunity to hone and develop the key areas of theoretical relevance individually in sub sections and collectively throughout the literature review.

3.1 Leadership and Values

Literature has suggested leadership is 'irrefutable' in that leadership is leadership, no matter what you do or where you go. New technologies, differing cultures locally and globally the true principles of leadership are constant (Maxwell, 1998). However, if leadership was so '*irrefutable*' the question begs to be asked, *Why all the interest?* The study would state leadership is a theory which generates much discussion and debate when examining the number of papers available. In typing 'leadership' into Emerald online journal resource just less than 25,000 reference papers are identified. The study would suggest that with this number of possible papers examining leadership, maybe this area of theory is not so 'irrefutable' and constant.

Leadership has many guises and interpretations of its meaning, at various levels within an organization it may be interpreted as a process in which people carry out tasks willingly for another individual. Horner (1997) on the other hand suggests the traits, qualities and behaviours of an individual typically define leadership. Cole (2002, p.51) recognises both processes and individual behaviours by defining leadership as:

“A dynamic process in a group whereby one individual influences the other to contribute voluntarily to the achievement of group tasks in a given situation.”

Even through such a definition the manner in which an individual influences another has varying approaches and applications, as Shackleton (1995) indicates it may be through commands and controls or more guiding and facilitating. Goleman et al. (2002) clearly defines six leadership approaches focused on influencing followers through differing leadership behaviours and actions; these leadership behaviours being visionary, coaching, affiliative, democratic, pacesetting and commanding. It may be suggesting that outlining such clear behaviours broadens the possibilities in attempting to understand leadership theory. However, Burnes (2000) suggests leadership is not just about behaviours alone and discusses three main leadership theorist groups:

- Theory which focus on personal characteristics and the processes of leadership,
- Theory which focus on the leader follower situations and
- Theory which relate leadership behaviour to the individual/organizational context and climate.

Nevertheless, whatever theoretical approach, may it be characteristics, leader follower situation or behaviour within an organizational context or a combination of all three. Literature has been suggested successful leaders have one common element, in different ways exceeded all reasonable expectations and succeed in getting followers or groups to fall in with their ideas (Larsson and Ronnmark, 1996). Although, the study has stated that it is not about getting the follower to fall in line with the leader. Rather, leadership is inducing followers/subordinates to pursue common or at least joint purposes that represent the values and motivations of both leader and follower. Furthermore, Hambrick and Mason (1984) discuss 'upper echelon theory' suggesting observable experiences affect leadership in a strategic sense. They discuss individual psychological factors impacting on leadership within organizations, which they indicate includes cognitive style, cognitive content and values. This association of leadership which raises possible association with values provides an opportunity for further investigation. Particularly when acknowledging the leadership aspects discussed within the VCS chapter around service focus of 'doing good'. Calder (1977) identified the original concept around leadership being focused on social influence on groups. The six examples identified by Goleman et al. (2002) all relate to influencing followers through differing behaviours and actions. Yet, social influence on groups incorporates a wide array of potential subject areas not just behaviours and actions,

values and behaviours have been linked in the past (Cantril and Allport, 1933 and Rokeach, 1969), all be it at the time outside of the leadership domain. Nevertheless, more contemporary leadership theory identifies how values can connect people and more importantly not connect people (Frost, 2014).

The research has identified the many elements of leadership indicating it is a multidisciplinary theory and despite this substantial amount of research into leadership, literature would suggest there is still much uncertainty and mystic about what is and what makes an effective leader (Andrews and Field, 1998; Burnes, 2000). Nevertheless, it is this area of joint purpose that represents the values of both the follower and leader in order to influence behaviours and actions, which may provide the research an area for further opportunities within the context of leadership and management.

3.2 Values in Practice

The concept of leaders influencing followers is certainly no new idea both traditional and contemporary literature discusses the impact particular leadership approaches and behaviours have on influencing followers to achieve goals (Lennick and Kiel, 2008; Allio, 2005; Goleman, 2006; Shackleton, 1995; Bass, 1985; Burns, 1978).

One of the most popular leadership paradigms of the latter part of the 20th Century focused on transformational leadership. Transformational leadership relates to the ability of the leader to motivate followers in achieving beyond what was originally thought possible, rather than control through punishment or reward. Literature would suggest such transformation leaders possess ‘wisdom’ in their ability consider the whole picture and work with people to make sound decisions, in motivating followers (Rowley, 2006). Burns (1978) first came up with the suggestion of ‘transforming’, which he considered as emerging from and always returning to the fundamental wants, needs, aspirations and values of the followers.

“The result of transforming leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and convert leaders into moral agents.” (Burns, 1978, pp.4)

This concept was developed further by Bass (1985) who termed the reference transformational leadership. He indicated transformational leadership was based around the ability of the leader in motivating their followers to perform beyond expectations by making them more aware of the importance and value of goals inducing them to transcend self-interest for the good of the group/organization appealing to the followers higher order needs (Bass, 1985). In achieving this motivation of followers Bass (1985) proposed 4 factors within the transformational leadership paradigm, which has been referred to as the 'four I's'. One of the so called four 'I's' referred to Intellectual stimulation whereby followers are encouraged to question their values beliefs and expectations (Bass, 1985). The earlier and later forms of transformational leadership acknowledge values as a recognised element of the leadership theory. Although, it may be suggested values within the transformational theory is not necessarily recognised as a driving force of the theory more a secondary contributor. Bringing the *values* aspect to the forefront of the leadership theory provides an area which can contribute further to the wider body of knowledge. Hambrick and Mason (1984) would support this perspective, who discussed the importance of values with leaders in an organization a year before Bass (1985) proposed transformational leadership theory. Whereby, they acknowledged the impact of values on the strategic decision making of leaders.

Bass's (1985) proposal discusses and highlights key elements within transformational theory, specifically intellectual stimulation which encouraged the questioning of values and beliefs, would indicate some of the earlier links with leadership and values. Furthermore, the ideas proposed by Hambrick and Mason (1984) around how values impact on leadership decisions when values directly influence choices made or discarded by leaders, would suggest such leadership paradigms have clear benefits to organizational development. This has since had support within literature, Gillespie and Mann (2004) found a positive correlation between team members and trust in their leader, which has been linked to successful organizational development. Masi and Cooke (2000) found a positive relationship between transformational leadership and subordinated motivation, in turn improving organizational performance.

What further raises the interest with the values element of transformational leadership is when comparing it to the one of the other most popular leadership theories of the

latter part of the twentieth century. Transaction leadership is based on an exchange relationship with the follower. Whereby the follower gains something of personal value from the leader in order to motivate and enthuse the follower to work towards achieve a goal or task. Literature indicates individuals engage in behaviours that will maximise their expected return from their performance (Pearce et al. 2003).

Transactional focused on clarifying the effort-reward relationships, using reward to achieve maximal motivation. Whereby, the leader clarifies the role of the subordinates, shows consideration towards them, initiates structures, reward and punishment, whilst attempting to meet the social needs of the follower(s). In many ways it could be argued the motives promoted through transactional approach is the very opposite of transformational approach; transaction approach is very much focused on the self, may that be through reward or punishment.

Transformational and transactional leadership approaches acknowledge the needs of the followers, although the behaviours of the leader may be seen as quite different one being inspiring the other controlling/influencing. However, it could be argued the most obvious stated difference within the paradigms relates the recognition and questioning of values. Transactional leadership does not acknowledge human values, whereas transformational leadership does acknowledge personal values and beliefs. This aspect of a leaders influence on values provides an area of development within the leadership domain. Although, transformational and transactional leadership has had considerable interest, Pauchant (2005) has indicated research and practice in leadership has been judged as lacking grounding in human development. Horner (1997) supports this by indicating in order to develop greater understanding of leadership research needs to look at the person. However, Finkelstein and Hambrick (1996) took this person perspective another way by looking at the demographics of leaders, which some authors have suggested as naïve (Reger, 1997). The study would suggest in understanding leader and follower values and the impact on organizational development would certainly be taking a step towards looking at the person and acknowledging human development within the leadership domain. Sosik (2005) would appear to support such a suggestion, since he has indicated the role of values certainly needs more attention when developing leadership theory.

Lennick and Kiel (2008) may advocate this perspective, they have taken positive steps in looking at the person in developing leaders, with their concept of Moral Intelligence (MI). They define MI as;

“the mental capacity to determine how universal human principles should be applied to our values, goals and actions.” (Lennick and Kiel, 2008, p.7)

In promoting MI Lennick and Kiel (2008) clearly link MI and leadership.

Furthermore, when examining the definition of ‘MI’ some very recognisable aspects of leadership theories are promoted. Values, goals and actions appeared across transformational leadership paradigm discussed by Burns (1978) and Bass (1985). Furthermore, the ‘first steps into leadership’ identified how leadership requires leaders to induce followers through joint values and motivations, whilst ensuring group and organizational goals are achieved.

Similarities between the transformational leadership discussed by Burns (1978) and MI cannot be ignored. Although, Burns (1978) is very much focused on the follower, Lennick and Kiel (2008) have a much broader focus on their concept, which incorporated the leader’s moral compass. This consists of the individual’s principles, values, belief and aligning this moral compass with their behaviours and goals. However, this is not a solely individual perspective the model states the importance of recognising the moral compass in others to maximise individual and groups goals and actions for the better good of all. Nevertheless, a key principle of both concepts relate to values, beliefs and how such factors impact and influence behaviours. Karabati and Say (2005) indicate values are neither situational specific nor function-specific rather they reflect general, abstract notions alluding to thought and actions and they act as guiding principles in one’s life. Moral Intelligence (Lennick and Kiel, 2008) discusses moral compass as guiding principles, which incorporated values and beliefs, which they indicate needs to be aligned with other areas of individual and organizational aspects to ensure individuals and organizations achieve desired goals. Amah and Ahiauzu (2014) discusses the need to have shared values within an organizational context which provides a mechanism to integrate and co-ordinate engagement with staff. This ability to morally align, values, goals and behaviours links interestingly

with leadership paradigm, more specifically the interrelationships between leaders and followers in an organizational context.

Holian (2006) indicates that a better understanding of emotions, beliefs and values will assist in a better understanding of leader's decision making, which Hambrick and Mason (1984) would certainly support with their proposal on values and strategic decision making. Holian (2006) discussed the move in business to focus around 'head' values, such as self-confidence, initiative and flexibility over 'heart' values, such as honesty, generosity and compassion. She indicates appreciating and understanding personal values is not necessarily 'naïve' but actually assists in the development of individuals and groups exercising integrity and questioning of currently accepted rules and norms. The study would argue this is a classic aspect of leadership with individuals examining and promoting possible change and rather than accepting current practice looking to change to status quo. What can be suggested is MI is a development within the leadership theory of values concepts. However, MI takes a leap into the debate by outlining a framework to work within the areas of values across leadership domains, which may provide a better understanding of leaders' ability to motivate and drive individuals to achieve agreed goals. Furthermore, MI (Lennick and Kiel, 2008) as a concept specifically relates to the alignment of values in order to not only improve organizational development, but to assist in building a more connected organization across all levels of employees. This particular area of connecting the organization as a means to support organizational development may provide a link between the leaders, followers and their values alignment. Langley (2000) would appear to support this proposal by indicating 'business ideology' as a possible key to sustainable business growth, whereby the organizations ideology provides a common core to bind the organization together.

Moral Intelligence would appear the latest theory to be introduced into the world of leadership. However, with the rise of industrial scandals that appears to have shocked the world from Enron 2001 to the latest financial sector meltdown which took place in 2009. The emphasis on values within organizational leadership may be an area which would pay dividends to all organizational stakeholders. In fact, the re-elected President Barack Obama's (2007) book 'The Audacity of Hope' discusses the need for great moral leadership and dedicates a whole chapter to values within this context. The

initial review of values in practice has identified several areas of interest for the research specifically values in leadership, the impact of values alignment within organizations and how such alignment may influence organizational development, specifically through a more connected organization.

3.3 Values Alignment

Previous literature would argue that the traditional manner in which organizations had the buy in of its workforce was based around the psychological agreement that in exchange for hard work and loyalty organizations would provide their workforce with a job for life (Bunker, 1997). Schwartz (1992) may argue this psychological agreement is actually the organizations ability of acknowledging the workforces value of security, which is described as the basic individual and group requirement of having safe surroundings; even if they did not knowingly recognise the values aspect in organizational traditions such as jobs for life. Nevertheless, in today's ever competitive and turbulent environment this approach in engaging with the workforce has become more and more unusual, if not impossible to implement. Although, it has been suggested this change in employee and organizational relationships has had an adverse effect on not only the social and emotional wellbeing of the people involved, but also the overall effectiveness of the organization (Branson, 2008). This provides further support for the contemporary view of organizations' needs to understand and develop values.

The research has already touched upon how values may influence desirable states and behaviours, with the potential loss of loyalty through insecure job markets. Furthermore, it has been indicated that in today's workplace people are looking to experience an increased desire for more meaningful and fulfilling work outcomes (Kinjerski and Skrypnek, 2006). Combining this loss of security and need for meaningful fulfilment in the workplace the ability of organizations and leaders to harness employees to buy into the organizations objectives through greater appreciation and application of personal and organizational values may counteract the negative impact of ever changing working environments. In turn support the overall organizations effectiveness in this turbulent business environment. Furthermore, Amah an Ahiauzu (2014), suggest an implicit control system based on internalized values

can be more effective means of achieving co-ordination and integration than an external control system that relies on explicit rules and regulations.

During the initial literature review MI identified the importance of aligning our '*moral compass*'; it is suggested the bases of the alignment is to ensure our actions are consistent with our goals and our goals do not contradict our values (Lennick and Kiel, 2008). However, in an organizational context and for the purpose of the research what is meant by alignment of values. Rhoades and Eisenberger, (2002) discuss the psychological relationship between the individual and the organization. Borg, et al. (2011) discuss the organizational psychology around how a person fits into the organization. These relationships could be developed through many mechanisms; it could be argued the traditional organizational approach of a job for life is one form of psychological relationship. However, psychological relationships do not necessarily mean there is alignment of values. Lennick and Kiel (2008) suggests the successful integration of moral, social and business values across an organisation. However, this does not make the alignment of values any clearer, in fact there is a case to suggest it adds to the confusion, as it is suggesting further elements of values in an organisational context.

The study has touched upon earlier in the literature review how individuals and groups are looking for more meaningful and fulfilling work outcomes. This could provide a starting point to critically discuss values alignment concept. Bozionelos (p69, 2004) discusses the impact of 'work involvement' which is defined as;

'the extent to which individuals are generally interested in, identifies with and is pre-occupied with one's work in comparison to other aspects of one life.'

This is related to how individuals reflect the significance of having and performing work activities, the paper further indicates work involvement reflects attitudes and values individuals have towards a particular aspect of their life. This may provide an initial link with the aligned values, Bozionelos (2004) findings indicated rather than work involvement being linked to the big 5 personality traits the paper indicates work involvement is mainly influenced by factors that are outside the domain of personality. He goes as far to suggest work involvement is linked more to individual values than

personality. Therefore, in taking the concept of work involvement further, the study would propose rather than identifying with one work in comparison to other aspects of one's life. The concept is more about one's values in comparison to work values. Lyons et al. (2006) discuss organizational commitment which they suggest is the strength one's identification with and involvement in a particular organization. Porter et al. (1974, pp 603) defines organizational commitment as;

“1/ strong belief in and acceptance of organizational goals and values; 2/ a willingness to exert a considerable amount of effort on behalf of the organization; 3/ a desire to remain in the organization.”

But rather than identifying work with other aspects of one's life, they discuss how work commitment provides an important link between the values of an individual employee and those of his/her organization. Therefore, if the values one finds within the workplace is identified with the values one holds it could be proposed as values alignment.

However, Nikolaou (2003) may suggest that identifying one values in a work context is following a '*needs-supplies*' standpoint within a person organizational fit perspective. Whereby '*needs*' are the employees desires, goals and values whilst '*supplies*' is how the organization meets those needs. Hence, rather than alignment it is how the organization is meeting their desires, goals and values. Borg et al. (2011) discuss organizational fit, which is associated with the congruence of individual and organizational values. However, it may be suggested that in this context rather than meeting their values it is more matching up against their values. Since it would be difficult to indicate a value has been met, desires and goals are tangible and measureable. One can desire a pay rise and one can set a goal to gain a qualification, both of which can be facilitated by an organization. However, values are invisible, rather than being met it may be more likely the '*needs supplies*' standpoint with personal values relates to the possible matching up against values

This would suggest a values match as being more in line with Branson (2008) who discusses the fit between personal values and the values of their team and organization. He describes this fit as values alignment; Branson (2008) stated values alignment is the bedrock of success for organizations in the 21st century. He goes on to

suggest that through this form of values alignment individuals, teams and organizations are able to function as a whole in order to achieve a common goal. Nevertheless, Schein (1990) may argue individuals can reach a group consensus on their values, yet develop serious conflict later because there is no consensus on critical underlying assumptions of the values. Therefore, there needs to be attention paid to underlying assumption around the values, not just the values being aligned. This is an important factor which will need to be considered later on in the research. Nevertheless, for the purposes of the research we can propound that values alignment relates to the alignment of individual, team and organizational values. This would link closely with the discussions around leadership whereby leaders are able to motivate followers/subordinates to pursue a common goal which acknowledges the values and motivations of both the leader and follower. However, within an organizational context common goals may vary considerably from individual to individual from team to team. Nevertheless, what the earlier discussion highlighted was the ability of organizational leaders to facilitate organizational development, whilst building a more connected organization. The next part of the research process is to review the possible research areas which may provide opportunities to incorporate values alignment on the organizations ability to function effectively.

3.4 Values and Organizational Development

The literature review has suggested the influence of leaders, employees and organizational values have on underpinning the development of the organizations (Branson, 2008). Furthermore, the literature preamble identified organizational ideology as a mechanism to grow the organization and assist in the optimising organizational development. This provides further basis to examine the possible impact of values across organizations from leaders and employees which have an impact on development enablers within an organisation. An important factor to consider here is the possible influence of leaders and their articulated values with employees within organizations, particularly around organizational development enablers (Schein, 1990). Castka, et al. (2003) indicates the goal of organizational development is to ensure the organization and all of its subsystems (processes, departments, teams, employees, customers, reward system) are working together in an optimum fashion to achieve the results desired by the organization. The study would suggest this so called *working together* could be referred to as aligned. Crandon and

Merchant (2006) may support this proposition of alignment within organizational development arena when indicating organizations are often limited by the lack of organizational alignment and cohesive action when aiming to improve performance. The research has touched upon the possible influence leader, employee and organizational values have on personal behaviours, as stated by Schwartz (1992) and Schein (1990), which in turn may influence the subsystems identified above which are associated with organizational development. However, the challenge for the research lies in identifying appropriate and relevant aspects within the organizational development realm to examine the relevance of values on the overall organizational.

Indeed when considering the options within the realms of organizational development which best fit, when researching in the context of values is not necessarily a simple process. One of the early definition of organizational development was proposed by Beckhard (1969, p. 24) who stated;

“Organizational development is a planned effort at the level of organization as a whole, supported by the high management in order to increase the effectiveness and well-being of the organization through planned interventions in the processes taking place in organizing, utilising in that the knowledge provided by behaviour science.”

The field of organizational development has progressed considerably since this early definition for this emerging field within business management. However, literature still indicates the broad nature of organizational development, which means that many interrelated topics could be included under this heading (Mullin, 2002; Hannagan, 2002). Mihaela et al. (2011) build on the suggestion of interrelated topics but indicate organizational development is a new and barely structured field. What can be deduced from such outlines is, as with values, organizational development is not a clear cut field of study with many facets and perspectives. Therefore, before embarking on any rash recommendations on organizational development approaches some thought and clarity around organizational development should be considered. Hannagan (2002) examines Management Concepts and Practices, within this context he indicates organizational development is the skilled application of behaviour science to bring about organizational change through people. Mullin (2002) builds on this perspective by indicating organizational development is a long term effort to improve an organization’s vision, empowerment, learning and problem solving processes. Abu-

Hamour (2012) on the other hand suggests organizational development supports and assists organizations overcome the challenges and problems they face, giving the organization the ability to survive and achieve its objectives efficiently and effectively. What can be interpreted from these slightly different perspectives are several core themes which appear within the organizational development outlines. These themes being organizational change, goals, problem solving whilst ensuring this is done in the most effective and efficient manner possible. In summarising the study would indicate literature would be suggesting organizational development is concerned with improving the overall efficiency and effectiveness of an organization in achieving its goals and purpose.

To add further debate within the field of organizational development, Abu-Hamour (2012) indicates there are two schools of thought within the field of organizational development. Abu-Hamour (2012) refers to traditional and modern approaches to organizational development. Traditional approaches influenced by bureaucratic and classic theory, focused on structures, legal and official aspects of the administrative system. Whereas, modern approach highlights the behavioural and humanistic aspects since they concerned with the people, their motives and needs and give the importance for external environment, working conditions and work as it addresses the group working methods (Whitman, 2009; Forbes, 1998). What this does suggest is that organizational development is a field of management which can be classified as broad. In fact, literature has suggested organizational development is one which is not only extremely broad but can be classed as misnomer (Mullin, 2002). Nevertheless, in order to keep this field of management focus, organizations are made up of people and when discussing organizational development. The study would suggest organizational development practices should acknowledge the development and performance of those individuals and groups of people who comprise the organization. This further compliments the research area of study with leader, follower and organizational values areas, since this too, is very much people focused.

This provides some interesting aspects to review when moving forward with the research; firstly organizational development is appreciating the organization, as a whole in achieving its objectives. Secondly, this is about identifying the most appropriate ways to review and act upon the information to improve the organization

meet its goals. The study would argue it is not necessarily about how efficient and effective the organizations processes are in delivering services, which may contradict some of the literature around organizational development. However, Kaufman (2003) indicates no matter how well individual employees do their job, how high we can get production is, how fast we ship is, everything has to end up adding value to both the organization and its external stakeholders.

This does highlight some important questions when establishing criteria around organizational development; what to review and how? Literature has suggested one of the major culprits that undermine performance in organizations are the flawed measures and measurement driven processes (Crandon and Merchant, 2006). There is an argument to suggest that often the focus of development in organizational setting is not truly about how the organization is performing in terms of goals and customers, but around how effectively and efficiently it is meeting the measures set, with little review taking place outside of the measurement targets. Kaufman (2003) provides a fine example with reference to Andersen and Enron who at the time of their collapses were meeting internal targets, but not performing well with regards to organizational goals and purpose.

Nonetheless, the next challenge in examining organizational development once an agreed organizational purpose has been clarified is the establishment of effective measures in order to review to improve organizations ability to meet its objectives. Pitariu (2003) discussed the impact of values systems and attitudes within an organizational development context. Mihaela et al. (2011) supports this perspective particularly, around organizational development, planned effort of vision, mission, strategic targets, strategic objectives and general objectives. Linking alignment of values and organizational development within the context of purpose, vision and mission provides a further basis for the research to investigate theory within these management fields, particularly relating to possible 'buy in' by organizational staff. Supporting the point highlighted earlier by Grint (2010) who emphasised the need for buy in of staff, especially when organizations are experiencing problems in introducing new management systems.

One area which has been closely associated with organizational development but acknowledges the human element and working within the parameters of organizational purpose and customer needs is organizational commitment (Porter et al. 1974; Mowday et al. 1974). The research has touched upon the convergence of values, work commitment and organizational commitment in the previous section '*Values Alignment*'. Furthermore, in terms of the VCS this does highlight some interesting aspects about organizational development which may be slightly different from public and private sector organizations. VCS organizations are often established to address or tackle quite specific objectives may that be addressing root causes to inequalities, implementing social change and/or wider societal benefit.

In establishing such VCS organizations their objectives, organizational goals and customers are often clearly defined and have often been established in response to a specific need or to address policy issues. This provides two opportunistic elements when researching organizational development field in VCS, the societal objectives provides clear defined organizational objectives and specific beneficiaries which can be classed as customers to assess if their needs are being met. Examining organizational commitment around these parameters of values may provide an aspect within the organizational development which supports the current research. Whitman (2008) and Green, et al. (2001) may support this when suggesting the benefit of evaluating VCS is their focus to contribute to the public good provides an organizational goal which is not just about target driven statistical measures. Furthermore, Lyons, et al. (2006) indicates that organizations which promote services for the great good of society need employees who have high levels of commitment if organizations are to fulfil its purpose(s).

This area of involvement may provide a development aspect for the research, which acknowledges one key area that needs to be considered. The people in the organization and the work they do, organizational development around the human aspects of work, how they do their work and the result they accomplish. Teruya (2004) suggests such human focused organizational development fields are exploited and fostered through effective organizational structures, policies and practices. Such organizational structures, policies and practices provide an opportunity to work with the suggested alignment of sub-systems across the organization that has been discussed by Castka, et

al. (2003). Combining the human elements with the sub-systems provides investigative elements for the research within the realms of organizational development.

A human element of organizational development which can be linked to earlier discussion around values and 'work involvement' discussed earlier. Whereby aligning work and individual values; may influence how a person may generally be interested in, identify with and is pre-occupied with one's work in comparison to other aspects of one life. This interest in work is seen as motivating and their commitment and work involvement to the organization is high. This commitment and going that extra mile may provide a human element to organizational development aspect the research can develop, which Konrad and Mangel (2000) may identify as discretionary effort.

In summarising the main points the literature has identified through an initial review of organizational development. The study would propose this area of management is focused on organizational change, goals and problem solving. In the context of the current research the organizational goals element of purpose, vision and mission is an aspect of organizational development which will support the field of research the study is currently investigating. Further supporting this area of development, the study would state the more contemporary approach of organizational development, which is focused on behaviour and humanistic aspects further enhances the current studies area of research, within a values context.

3.5 Valuing Values

The concept development has specifically identified 'values' as a topic which provides the study with a contemporary theme, which in relative terms has had minimal direct attention within the area of organizational development over the years. However, in order to build the research further a more specific review of values theory shall provide the study with a more focused research thesis whilst incorporating the elements identified earlier within the literature review.

Literature has suggested values represent what is important to human beings (Koivula, 2008), but at the same time values may be the cause of contradiction and confusion for both individuals and organizations. These various factors discussed around personal importance, confusion and contradiction has no doubt provided the basis of interest in

values within an organizational context over the last decade, with literature examining various elements of values, from values based leadership (Frost, 2014), organizational change and values alignment (Branson, 2008), work values, outcomes and personal organization values fit (Cennamo and Gardner, 2008), transformational leaders and shared values, (Gillespie and Mann, 2004), values development and learning organisations (Hall, 2001), leaders and values (Sarros and Santora, 2001).

The interest within an organizational setting may be further appreciated when examining the possible benefits of understanding individual, team and organizational values in achieving organizational goals and objectives. Since the initial conceptualisation of values theory literature has indicated individual values influence one's behaviours and the values impact on how one reviews particular events or goals (Frost, 2014, Wilson, 2004; Eckhardt, 2002; Johnson, 1995; Feather, 1974; Cantril and Allport, 1933). This would suggest the understanding the interrelationships of individual, team and organizational values would be beneficial, if leaders and organizations had a greater understanding on how employees and organizational values interactions take place. Since the organizations may be able to harness this knowledge and behaviour to support the employees and organization achieve its objectives.

This initial insight into values suggests several areas which may provide further research opportunities. The study would suggest that leadership and the transformational process is a 20th Century leadership concept and that in the 21st Century greater emphasis will need to be placed on morality, humanism, ethics and spiritual maturity (Pauchant, 2005). In continuing the development of leadership theory, whilst linking in with contemporary leadership developments specifically, the aspects of leadership values and their impact upon work environments (and the possibilities of such environments influencing values of leaders and followers) suggest the possibility of work specific values.

This provides the study with a values development area, in that the organizational value system impacts on the work values of leaders and followers adopted within that work environment. Hofstede (1976) stated most people's values are strongly influenced by their social environment. This provides the studies second development

area which examines the interactions of leaders and follower values on the organizations values. There is a perception our personal values have the ability to adapt to external environmental influences, such as the team/organizational values. Then positive actions by leaders could have a positive influence on aligning organizational values, which the research has identified as having potential organizational development benefits.

The ability of an organization to appreciate the influence of their internal value system provides a useful tool in engaging and motivating their staff in achieving their organizational goals. This provides the study with a concept development thread, whereby aligned organizational values either through the organizations ideology or through the influence of the leaders and followers can assist in maximising the organizations development. In turn fitting into the concept that leadership is inducing followers/subordinates to pursue common or at least joint purposes that represent the values and motivations of both leader and follower.

The study would suggest that values within a leadership context is much more than influencing to achieve a goal, Langley (2000) discusses the need for organizational leaders to align individuals and teams to the core ideology of the business. He indicates organizational and team leaders need to work as assessors, independent coaches and councillors to help companies keep their organization aligned. Aligned within this context relates to an individual's sense of purpose and with a given business ideology. This area of development has increased greatly Lennick and Keil (2008), discuss the need for the integration of moral, social and business values if organizations are going to develop and build successful leadership, through their proposed model of MI discussed earlier. Sheehan and Isaac (2014) build on this concept in indicating organizational values systems can inspire and provide positive guidance to employees' decisions rather than restricting them which is often the case in rigid rule based systems.

Therefore, the current research provides an opportunity to examine the alignment of values between organizations, leaders and followers in supporting organizational development initiatives. However, this suggests a potential benefit to individual leaders and organizations, the study has suggested often there is contradiction and

confusion within the domain of individual and organizational values. This contradiction of confusion may be linked to the fact the term *value* is used too freely in everyday language, it is possible individuals tend to take its meaning for granted, which adds to the confusion and contradiction. Therefore, before the research can embark on critiquing values to provide a greater understanding of values theory and the definition(s) of values and theories to be applied within this research.

3.5.1 Value Definitions

The study has already mentioned the challenge of working with values, particularly when the understanding of values can often be varied and mixed. This can be associated with how people can often refer to values one time or another, their own values or the values that characterise other people or groups. Schwartz and Bilsky (1987) provide an example when they indicate how values can be seen as qualities inherent in objects. For the purposes of the research this needs to be clearly clarified. Rohan (2000) offered a comprehensive review of value related theory and research, as with many theories which have developed over time there is often relative disagreement over what values are. Literature has indicated values are internal states: principles (Kluckhohn and Strodtbeck, 1961; Schwartz, 1994); beliefs (Rokeach, 1973; Schwartz and Bilsky, 1987); schemas (Feather, 1975); criteria (Williams, 1979; Schwartz 1992; Hechter, 1993); standards (Kohn and Schooler, 1983); tendencies (Hofstede, 1980); Goals (Schwartz, 1994); or cognitions (Verplanken and Holland, 2002). Table 3.1 '*Values Definitions*' provides an initial overview of various value definitions proposed over the years as values theory has developed. However, Rohan (2000) did not include Allport and Vernon (1931) 'A Study of Values' which the study would argue was at the forefront of the development of 'values theory' as we know it today. For that reason Allport and Vernon (1931) have been added to the table.

One of the leading definitions within literature from Table 3.1 is Rokeach (p5, 1973);

“an enduring organization of beliefs concerning preferred modes of conducts or end states of existence along a continuum of importance.”

Wilson (2004) suggests this is the most frequently cited definition of values, this broad statement may have some basis, since the definition has been cited over many years by some of the leading authors in values theory (Hofstede, 1976; Feather 1998; Schwartz

and Bilsky 1987 and 1995; Verplanken and Holland, 2002), Rokeach (1973) indicates values are more fundamental components within a person's make up than attitudes and moreover, that values are determinants of attitudes and behaviours. Similarly, Hofstede (1976) acknowledges the internal programme of values on attitudes and behaviours. Even before Rokeach (1973) definition early researchers into values acknowledged the influence of values on personal conduct (Cantril and Allport, 1933). However, as Table 3.1 indicates there are many proposed definition of values earlier theories indicate values have been based around what they perceived as desirable end states, which has a personal ranking of principles for those individuals (Kluckholm, 1951; Kluckholm, & Strodtbeck, 1961). Such definition would appear to have provided the basis for Rokeach (1973) definition which later theories have developed further. Feather (1975) suggests values can be described as the beliefs about how to behave and what goals are important to achieve. Schwartz (1992) has taken values definition further by adding more detail to the definition he states 5 keys aspects of values, these being values 1) are concepts or beliefs; 2) pertain to desirable states or behaviours; 3) transcend specific situations; 4) guide selection or evaluation of behaviour and events and 5) are ordered by relative importance.

Although, Rohan (2000) has indicated there may be disagreement in what values are, there would appear a common strand throughout the definition mentioned in Table 3.1. Values are deeply rooted, abstract motivations that guide, justify and may explain attitudes norms and behaviours. What would appear as a potential development area of values with the other areas of the research, relate to the preferred end states discussed within the various values definitions. This may be linked to organizational development and the end state of organizations particularly around their ability to meet the vision, mission and purpose, through aligned values. A further area of development of values, as outlined within the definitions may be around values and organizational commitment, since the definition of organizational commitment discussed within the study highlights the willingness to exert a considerable amount of effort on behalf of the organization. This may be interpreted as a series of actions the individual values has influenced. In moving on from the values definitions a further insight into some of the leading values theories outlined in Table 3.1 will be critiqued in the following section.

Table 3.1 Value Definitions

Author	Definition of Value
Allport and Vernon (1931)	Six basic interests which influence/motivate individual(s) on a personal level in their attitudes towards everyday activities
Kluckholm (1951)	A concept of the desirable which influences the selection from available modes, means and ends of action
Kluckholm & Strodbeck (1961)	Value orientations are complex but definitely patterned (rank ordered) principles
Rokeach (1973)	An enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence
Feather (1975)	Abstract structure or schema that can be represented as associative networks, with each central value linked to a set of attitudes and beliefs
Williams (1979)	The criteria of desirability
Kohn & Schooler (1983)	The standards of desirability
Hofstede (1980)	Broad tendencies to prefer certain states of affairs over others
Schwartz & Bilsky (1987)	Concepts or beliefs pertaining to desirable end-states or behaviours, transcending specific situations, guiding selection or evaluation of behaviours and events and ordered by relative importance
Schwartz (1992)	A criterion people use to select and justify actions and to evaluate people (including oneself) and events
Hechter (1993)	Relatively general and durable internal criteria for evaluation
Schwartz (1994)	Desirable trans-situational goal, varying in importance that serves as a guiding principle in the life of a person or social entity.
Verplanken & Holland (2002)	Cognitions that may define a situation, elicit goals and guide actions

3.6 Values Theory

Values theory in the social psychology field has been an area of interest for most of the 20th Century with reference to human and cultural values. Theory has developed considerably throughout this period. The following section shall critique some of the leading literature in the area of values, which have taken place over the last 80 years.

Allport and Vernon (1931) first published ‘A Study of Values’ back in 1931, their basis for this development of values theory came for what they stated as

“The isolation and measurement of single habits, traits and capacities within personality give an incomplete and misleading picture.” (Allport and Vernon, 1931, p. 231)

During this initial development of values theory Allport and Vernon (1931) indicated they felt values and interests provided a good basis to provide personality research with a broad function that are common to all personalities. They suggested the presence of the six values could be found in all personalities, it was just the prominence of such values which differed. Cantril and Allport (1933) concluded that general evaluative of values on attitudes enter into various common activities of everyday life. The influence of values on attitudes and behaviours did not go unrecognised although later literature added considerably to the initial concepts proposed by Allport and Vernon (1931).

Rokeach (1969, 1970, and 1973) developed a theoretic perspective on the nature of values in a cognitive framework, rather than the personality perspectives developed with earlier literature. Rokeach (1970) outlined a value measurement instrument, both of which have been widely accepted by psychologists, political scientists and academics interested in understanding what values are, what people value and what is the ultimate function and purpose of values. Literature has indicated that the unique and innovative elements of Rokeach’s (1970) work was the setting out of a system which clearly differentiated between, beliefs, attitudes and values that earlier theorist such as Allport and Vernon (1931) had not done. Rokeach, (1970) argued that this clear differentiation between attitudes and value concepts was necessary if theorist wanted to scientifically propose this shift from attitudes and attitude change to the concept of values and to a theory of values change. He indicated that contemporary

social psychology theory in the early 1970 focused on the concept of attitude and on theories of attitude change. The study would argue Rokeach (1970) acknowledged the earlier work of Allport and Vernon (1931) as he too indicated values were determinants of attitudes as well as behaviours. Feather (1974) may argue this is not as straight forward as values acting as determinants to attitude, in a study carried out with coeducation students and single sex student values indicated varied little, although the attitudes vary considerably. This one study may suggest a more diverse influence on attitudes than values alone. Nevertheless, this early work on the impact of values on individual attitudes and behaviours has provided the basis for many later theorists to build and develop on Rokeach's (1970) proposals.

Davidov et al. (2008) pulls no punches when introducing a theory of basic human values (Schwartz, 1992) he indicates the basis of 'a theory of basic human values' was building on the common elements proposed in Rokeach (1973) Rokeach Values Survey (RVS). Furthermore, Schwartz and Bilsky (1987) discuss the impact of values as independent variables on both attitudes and behaviour. Davidov et al. (2008) indicates the Schwartz, theory of basic human values, defines values as;

'desirable, trans-situational goals, varying in importance that serve as guiding principles in people's lives.' (Davidov et al. 2008, p. 423)

The guiding definition of Schwartz (1992) theory aligns with earlier theorists: that the importance of particular values influence an individual's or group's behaviours and attitudes. However, it acknowledges particular personal or groups goals as defined values, whilst identifying the importance of their values. The study would argue this 'personal goal element' has been an area missing from earlier theories proposed.

Rokeach (1973) on the other hand indicated attitude represented an organization of interrelated beliefs that are all focused on a specific object or situation; while values referred to a desirable end state of existence (terminal values) or a desirable mode of behaviour (instrumental values). Rokeach (1970) proposed that although a person may have many thousands of attitudes depending on the situation and environment. Individuals only have a limited number of terminal and instrumental values which determine many or all of an individual's attitudes and behaviours (Rokeach, 1970).

Allport and Vernon (1931) discussed the six preferred personality values, which they indicated influenced individual attitudes and behaviour but did not discuss or identify personal goals as an influencing factor on the values chosen outlined by Schwartz (1992). One of the interesting developments in values theory which can be stated from the three theories which have been proposed over time is the move from solely individualist values to individualistic and group values, which people aspire to attain. In terms of values research the development of individual and group values is one which the study can hone further in the context of organizational setting.

In the '*Study of Values*' one of the key advancements which came out of the earlier values theories of Allport and Vernon (1931) and Rokeach (1970) related to the self-ranking of individual values. The intangibility of personal values makes it difficult to predict what one person may believe another person's values are. Nevertheless, introducing a system whereby individual could self-rank values allows at least espoused values to be identified by individuals themselves. Furthermore, the manner in which these values theories were linked to personality established a possible link between values, behaviours and actions. These were certainly important developments at the time, which would appear not to have gone unnoticed by later academics working in the field of values. Schwartz and Bilsky (1987) took a qualitative approach in order to attempt in identifying conceptual facets or dimensions necessary to define human values, which have been identified within the definition for the theory as desirable, trans-situational goals, which varying in importance, but serve as guiding principles. Their theory suggests that yes attitude and behaviours can be predicted, identified and interpreted, however, this whole process is much more effective and reliable if indexes of the importance of values domains as opposed to single values proposed by Allport and Vernon (1931) and Rokeach (1970), which had been the tradition basis of values theory. Schwartz and Bilsky (1987) suggested such value domains provide a more universal structure of human values that can be applied in various cultural settings. Potentially supporting the concept that values theory may be used across culturally diverse communities and maintain its academic credibility.

Hofstede (1998) may argue the universal structure has several limitations, one of which is they are ethnocentric; they are designed by a person based on one particular culture, being theirs. Nevertheless, Schwartz and Bilsky (1987), indicate the values

domain provide a more refined mechanism for cross cultural comparisons because similarities and differences of values will be revealed by their location in the same or difference value domains in different cultures. Values domains will cover all significant types of value content whose meanings are shared, rather than single values picked by researchers. Structural relations among value domains in different cultures can be more readily compared. Although, Verplanken and Holland (2002) indicate values are widely shared in cultures there is an element of value centrality which is in the sense of centrality to the self. There is an individualised aspect to values, which is broader than culture alone. However, this centrality to self could support aligned values with several individuals having shared perspective on the organizations values.

Nonetheless, Schwartz and Bilsky (1987) state that for any individual to cope with reality they must recognise, think about and plan responses to all three elements of their proposed universal structure for values. The three elements discussed include *Social Interaction, Biological Needs and Social Institutional Demands*. In order to be an effective member of social groups, individuals must communicate about them. Through cognitive development, individuals become able to represent the requirements consciously as goals or values, through socialization individuals are taught the culturally shared terms that enable them to communicate their values or goals. Although, Feather and Rauter (2004) state that even if the three elements are recognised, environments may impact upon areas within the three elements highlighted. So even if individuals cope socially, the opportunity to align values may be greatly reduced if environments hinder opportunities to align values between personal and organizational. This would suggest in an organizational context of aligned values environments, which can be promoted by the organization and leaders, which support the socialization aspects, will support development and promotion of values. Furthermore, what may be suggested is the three elements within the values structure may provide a useful focal point in examining values within an organizational context. However, Rokeach (1970) early work indicates values can change, but this change in values and attitude is related to the need for individuals to maintain or enhance their self-esteem. Therefore, in communicating their values and goals individuals may be doing so for personal gain rather than focusing on being an effective member of a social group.

Nevertheless, the possibility individuals can change values and attitudes, may it be for personal benefits provides the current research with the prospect to develop values framework in the context of honing organizational development. Nonetheless, the development of values theory has not just been based on developing a values structure to explain particular attitudes and behaviours. Literature has been suggested that the hierarchal ordering of particular values allows predications of individual or group attitudes and behaviours. Wilson (2004) indicated the use of values and specific ranking of values within that values structure can predict the viewpoints of political leaders. Schwartz, et al. (2012) supports this by indicating values theory can support a better understanding of social phenomena outside the values domains themselves. Therefore, the possibility of being able to better understand individual and group values interrelationships in an organizational context is clearly beneficial to organizational leaders. Particularly, in the context of the research which aims to investigate aligned values between leaders, followers and organizations in enhancing organizational development. In addition, a common element of all of these values theories over the last 80 years has been the association of values with attitudes and behaviours of individuals and groups. These key elements of attitudes and behaviours influenced by values converge with the leadership theory which highlights the need to acknowledge values to enhance motivations of leaders and follows in order to achieve a common purpose.

3.6.1 What Values

The study has examined some of the leading definitions of values and discussed some of the theoretical ideas behind values theory. However, as of yet the literature review has not formally reviewed the values proposed within the theories outlined. Allport and Vernon (1931) aimed to measure the relative prominence of six basic interests in personality. These six broad basic interests in personality they identified were *theoretical*, focused around the search for truth; *economic*, characteristically interested in what is useful; *aesthetic*, highest value in form and harmony, everything which happens should be enjoyed for its own sake; *political*, primarily interested in power; *social*, love of the people may it be one or many and *religious*, highest value may be

called unity whilst embracing totality, which they then made reference to six basic interest in personality as values.

In order to tackle this challenge Allport and Vernon (1931) developed a 2 part 45 item self-administered questionnaire, which they later indicated allowed a scaling of the relative prominence of the six values for those individuals who completed the questionnaire. The study would argue that this initial scaling of the six values provided the basis for the future development of values theory. Rokeach (1973) put forward Rokeach Value Survey (RVS) which acknowledged this proposed limited number of individual values any individual possesses. RVS consists of 18 terminal values, which are focused on end states and 18 instrumental values which are concerned with modes of conduct (Rokeach, 1973, p28). He later indicated this conceptualization of values was influenced by Kluckhohn's (1951; p395) definition as 'conceptions of the desirable means and ends of action'. Literature has been pointed out that RVS is limiting in the sense that the 18 terminal and 18 instrumental values are all socially desirable and eliminate all negative terms (Mokadem, 1989). However, in order to meet personal needs, which is how he defined values, then only socially desirable terms are suitable for self-attribution (Rokeach, 1970). Nonetheless, RVS was not just about identifying the guiding values that influence individual attitudes and behaviour, what he believed was missing from the discussions around values was the notion of a values system or hierarchy (Rokeach and Ball-Rokeach, 1989). Although, Allport and Vernon (1931) may disagree with that statement since they had discussed this within their earlier work.

Nevertheless, the 18 terminal and 18 instrumental values provided a hierarchal system which enables individuals to weigh up and arrange the values against one another. This leads to a large number of permutation and combinations of value hierarchies, which in turn influence attitudes and behaviours (Rokeach and Ball-Rokeach, 1989). Further links between 'A Study of Values' and values theory can be seen when looking at later research which indicates how values influence behaviours and attitudes. Cantril and Allport (1933) developed the investigation into the six values by examining the impact of the values on occupation, newspapers read, and cloths worn. Supporting the earlier work of Allport and Vernon (1931) and Rokeach (1973) Schwartz's Structure for Human Value theory (Schwartz and Bilsky, 1987) indicates

the importance of acknowledging individuals differences in basic value priorities (Davidov et al. 2008): indicating a link with RVS, with a hierarchal ranking of human values by individuals and groups. Although, there has been other perspective on the work carried out which debate varying aspects to human values, even the papers who may have argued against elements of RVS, it can be seen that the authors of such papers have utilise the RVS in order to collect data (Hofstede, 1976); indicating an element of credibility for the RVS as a tool to gather data on personal human values.

However, since Schwartz and Bilsky (1987), suggest values are actually goals, they indicate values serve individualistic and collective interests, which in turn are influenced by different motivational domains in which universal human requirements are expressed. Schwartz and Bilsky (1987) indicate from their discussions that the facets they identified as being *individualistic and collective interests* and *motivational domains* add to the basis of their theoretical proposition for universal structure for human values. Rokeach (1973) who started to sub-divide instrumental and terminal values within the RVS, Schwartz and Bilsky (1987) continued with the development of their initial definition for values Schwartz and Bilsky (1987) came up with an initial seven distinct domains of values. These values being;

- Pro-social: Positive and active care for others in order for the collective to thrive,
- Restrictive conformity: Restrain of actions and impulses likely to harm others and violate sanctioned norms,
- Enjoyment: Satisfy physical needs and derives pleasure,
- Achievement: The development and use of skills obtained from the physical and social environment that ensures one thrives,
- Maturity: Based on experience and coming to terms with life, by learning and understanding,
- Self-direction: The desire to explore and understand the world around them, whilst having the feeling of control and
- Security: Basic need is to survive physically and to avoid threats to their integrity.

Presenting their initial domains of values Schwartz and Bilsky (1987) continuously refer back to Rokeach (1973) RVS as a benchmark for the development of their own theory. However, they did identify some areas of development and indicated after this initial paper that future research needed to be carried out to clarify and potentially build on some of the findings from their initial study. Unlike RVS, Schwartz (1992) reduced the number of values within the theory from 36 down to 10 motivationally distinct, broad and basic values from three universal requirements of the human condition; needs of individual (biological needs); requisite of co-ordinates social interaction and survival (interaction requirements for interpersonal co-ordination) and welfare needs of groups (societal demands) (Davidov et al. 2008). Schwartz theory has broadened the influence from a solely individual values basis to a much broader value domain, which include personal and societal influences. Rokeach (1970) on the other hand outlined the proposition of a select number of specific values, which in turn can be prioritised and analysed to better understand individual and group attitudes and behaviours. In order to visually appreciate the diversity of the values theories discussed the study has attempted to pull together the various element of these values theories into one table, Table 3.2 which outlines the values highlighted by Allport and Vernon (1931), Rokeach (1970) Schwartz and Bilsky (1987).

Although, Schwartz theory, as a theory acknowledged personal and societal values, what can be seen as an interesting development of values theory is how over time the values outlined have increased and decreased as the theories have developed. Allport and Vernon (1931) begun with 6 broad values, as the theories developed Rokeach (1970) proposed a much broader values concept with a 36 specific individual values although, still following the hierarchal selection of the values. Although, Schwartz Structure of Human Values reduces the values within the theory in a similar way to the earlier work of Allport and Vernon (1931) to quite broad themes. Though, Schwartz Structure of Human Values was not based on hierarchal ranking. In examining Table 3.2 Theories of Values, what can be seen is that each theory does not just involve values; the theories have incorporate values domains in which the various values correspond. Such as personality, end states, desirable behaviours, self-transcending, self-enhancing, openness or conservation. Interestingly each of the values domains has particular themes which drive the values, the meanings and appreciation of the values goal. Each theory does have overlapping values, but they do not necessarily fit neatly

into one another. This is something which would not necessarily be expected, since the theories have developed on from one another in some way or other. However, common themes with each theory can be proposed these include, consideration for wider society, such as *social, world peace and benevolence*; self-benefiting values, such as *political, achievement and ambitious*; way of life values *aesthetic, an exciting life and stimulation*. These themes are not intended to be definitive more a discussion point which may be re-visited later in the research.

The study has touched upon similarities between Allport and Vernon (1931) and Rokeach (1970), Allport and Vernon (1931) and Schwartz (1987) they have quite broad values, the earlier values theory outlined individual values, whilst Schwartz Value Structure outlined collective theories which complete and act for and against one another rather than the linear hierarchal ranking of the other 2 theories. Table 3.2 has outlined the values of the theories discussed; however, Schwartz's values theory cannot be simply presented in this manner. Since the theory is much more interactive than the previous values theories.

Literature has been suggested that the Schwartz's 10 basic values cover the distinct categories found in earlier theories and philosophical discussions of values (Davidov et al. 2008). The development suggested in Schwartz's value structure is not just the ranking of the values, but theory explicates the structure of dynamic relations amongst the ten basic values. The main source of the value structure is the fact that actions in pursuit of any value have consequences that conflict with some values and congruent with other values (Davidov et al. 2008).

This can be seen if one pursues achievement values which may conflict with pursuit of benevolence values; seeking success for self may obstruct actions aimed at enhancing the welfare of others who need one's help. There could be an argument this relates to the alignment elements discussed in the earlier literature review around values in practice. Further aspect of the alignment of values within this values theory can be appreciated when examining how the values model is set out. The basic human values theory involves the interaction of the 10 values having been clustered into 2 dimensional opposing and complimenting value structures. Davidov et al. (2008)

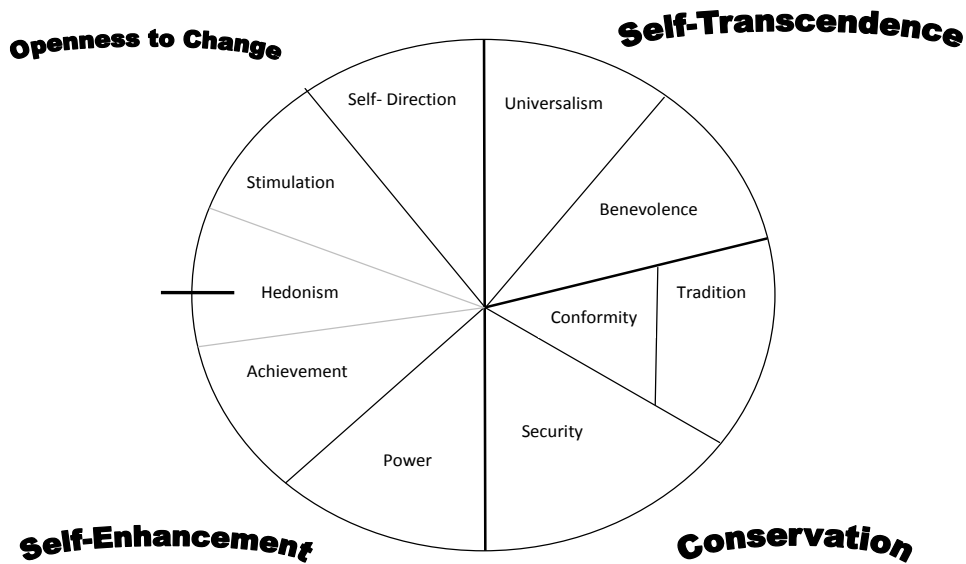
represents these values structure relations in a circular continuum, the model is presented visually in Figure 3.1. Values Structure Relationship

Table 3.2 Theories of Values

Authors	Values Theory	Values Domains	Value Types					
Allport and Vernon (1931)	Theory of Values	Personality	<i>Theoretical</i> ; focused around the search for truth;	<i>Economic</i> ; characteristically interested in what is useful;	<i>Aesthetic</i> ; highest value in form and harmony, everything which happens should be enjoyed for its own sake	<i>Social</i> ; love of the people may it be one or many	<i>Religious</i> ; highest value may be called unity whilst embracing totality,	<i>Political</i> ; primarily interested in power;
			Terminal Values (End States of Existence)	Wisdom	A sense of accomplishment	A comfortable life	A world at peace	Self-respect
Rokeach (1970)	Rokeach Value Survey	Instrumental Values (Desirable Mode of Behaviour)	An exciting life	True friendship	Happiness	National security	Freedom	Family security
			Equality	Salvation	Pleasure	Mature love	A world of beauty	Inner harmony
			Logical	Capable	Honest	Loving	Self-controlled	Obedient
			Independent	Responsible	Courageous	Cheerful	Forgiving	Ambitious
			Intellectual	Broadminded	Helpful	Polite	Clean	Imaginative
Schwartz and Bilsky (1987)	Structure of Human Values	Openness to Change	<i>Stimulation</i> - Excitement, novelty and challenge in life			<i>Self-Direction</i> – Independent thought and action choosing, creating and exploring		
		Self-Transcendence	<i>Benevolence</i> - preservation and enhancement of the welfare of people with whom one is in frequent personal contact			<i>Universalism</i> - understanding, appreciation, tolerance and protection for the welfare of all people and for nature		
		Conservation	<i>Tradition</i> - respect, commitment and acceptance of the customs and ideas that traditional culture or religion provide the self			<i>Security</i> - restraint of action, inclinations and impulses likely to upset or harm others and violate social expectations or norms		<i>Conformity</i> - safety, harmony and stability of relationships and of self
		Self-Enhancement	<i>Power</i> - social status, prestige, control and dominance over people and resources			<i>Achievement</i> - personal success through demonstrating competence according to social standards		<i>Hedonism</i> - pleasure and sensuous gratification for oneself

Davidov et al. (2008) discuss the opposing relationships between the structures which have been identified in Figure 3.1. Self-transcending values will potentially cause conflict against self-enhancing values, whilst openness to change values causing opposing conflicts against conservative values. Davidov et al. (2008) indicate that through the structures and 10 values greater understanding of value/attitude and values behaviour can be measured and understood.

Figure 3.1 Values Structure Relationship



Davidov et al. (2008, p. 425)

Nevertheless, like many theorist Schwartz has reflected on the initial theory and identified several developments within the Values Structure. Figures 3.2 outline the proposed circular motivational continuum. Schwartz, et al. (2012) indicate the idea of refining the original 10 values structure, in order to develop the motivational continuum concept. Schwartz, et al. (2012) proposed a 19 values structure, rather than a 10 values structure, although they have maintained the basis of the original theory. The rational to increase the theory from 10 to 19 enables researchers to work with large or small sets of values which meet their needs (Schwartz, et al., 2012). In refining the theory, the study would argue the structure is moving back to

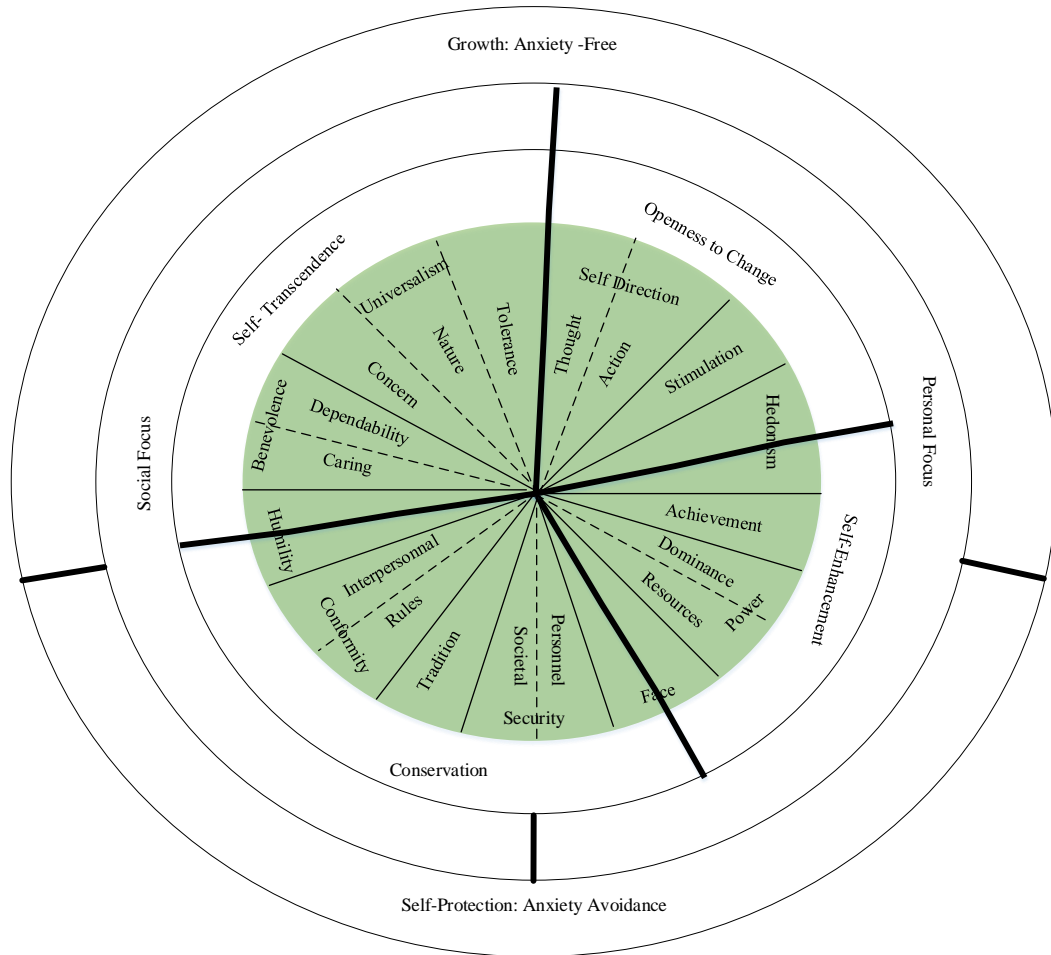
towards Rokeach's (1970) theory which incorporated the 36 values. Although, the refined theory does not suggest a ranking of values, but maintains the original theories assumption that values are arrayed on a circular motivational continuum.

In developing the theory several of the original values have been split in provide more focused appreciation of the values themes. An example of this can be seen when reviewing Universalism, which was split from one value to three contributing values, which included *Tolerance - Acceptance and understanding of those who are different from oneself*; *Nature - Preservation of the natural environment*, *Concern- Commitment to equality, justice and protection of people*. Rokeach (1970) may argue such a development is positive since he advocated the need for focused values to explain values and behaviours. Figure 3.2 provides the visual combination of the developed values framework. The overarching focus within each of the originals 10 values remain. However, the revised additional values themes provide a broader focus for the original overarching values themes. Nonetheless, in developing the theory Schwartz, et al. (2012) incorporates additional outer components incorporating *Social Focus- - concern with outcomes for others or for institutions* and *Personal Focus – Concerned with outcomes for self*. Within the continuum the values which are associated with the *Social* and *Personal Focus* components sit within the boundaries of the component, which is highlighted in Figure 3.2. The outer circle incorporates *Self Protection – Anxiety Avoidance* and *Growth – Anxiety Free themes*, which support the motivation of individuals in ensuring they are anxiety free, once again the values associated with the *Self Protection* or *Growth* sit within the boundaries of the out circle themes

Schwartz's Structure for Human Values has recognised and developed the work of earlier theories within the values theory. Research which has previously utilised Schwartz's Structure for Human Values has been very much focused on Cross Cultural values on an international level. Nevertheless, the fact the theory has been developed to incorporate individual goals, whilst acknowledging social, interpersonal and personal

domains upon such values, does appear to provide a potential link with the areas of the research discussed earlier. Specifically leaders, individuals and organizational values, achievement of personal and group goals whilst knowledge sharing behaviour within an organizational context.

Figure 3.2 Proposed Circular Values Motivational Continuum



Schwartz, et al. (2012, p.669)

3.7 Values Summary

The review of values theory would indicate there is an association with aspects of leadership theory relating to goals and objectives of leaders. The earlier research around Allport and Vernon (1931) ‘Study of Values’ discussed the influence of values on attitudes and behaviours. The convergence of values with the recommendations and statements of

leadership theory, leaders and organizations would appear to need to consider values in order to have a positive impact upon follower attitudes and behaviours. In order to get the most out of those individuals and ensure personal and group goals are achieved. Rokeach (1969, 1970, 1973) RVS built on this earlier work but took the development of the theory further by indicating values are determinants of attitudes and behaviours. Although, rather than these values being static, personal values can be developed and changed in the right circumstances. Therefore, the development of organizational values can certainly consider the individual and collective values of leaders and staff members. Around the alignment of values between leaders, followers this may require certain changes in values across all three aspects of organization, leaders and staff members to support organizational development. In this context, further supporting the potential link between values theory and the organizational development discussed in the earlier parts of the research.

Schwartz's (1994) Structure for Human Values discussed conflicting and congruent values which may acknowledge both personal and societal values. This brings together the areas of the research around values alignment and organizational development. Since the theory recognises societal values and this particular values theory makes a clear association between values and goals. The values theories discussed within this section provides opportunity to discuss and debate developments across the areas of values interrelationships, leadership and values alignment within an organizational development context.

The research is stating that the values theories provide an opportunity to discuss and debate values alignment, leadership and organizational development. There are several aspects to the values theories discussed which provide support for the current research. Firstly, their values theory suggests the values an individual or team hold influence behaviours and attitudes. Investigating values interrelationships of individuals within an organization provides further insight into the organizational development aspects discussed earlier around commitment and work involvement, which

may be seen as behaviours and attitudes. Furthermore, the human values theories discussed provide the study with the opportunity to develop an organizational values framework, which presents a mechanism to hone the development of organizational values theory.

3.8 Literature Review Emerging Ideas and Issues

The literature review has endeavoured to provide a systematic review of the various literature fields the research has proposed as critical in developing the study. Leadership, Organizational Development and Values are all domains within the field of business management which are multifaceted and complex. Nevertheless, the study has identified them as management related fields which complement each other within the study of values alignment. Several commonalities have been identified within each of the fields, further supporting the rationale for their involvement in the research, whilst recognising some of the challenges in working with these management fields.

Each of the themes have historically had varying interpretations which have resulted in mystic around Leadership and what defines leadership, or lack of clarity in what Values are defined as in a management context, whereas Organizational Development has been associated with efficiency and effectiveness, which in reality is only a small part of the wider field. However, the literature review has strived to clarify and define the studies perspective on the definitions around the subject areas. Outlining the basis for each theme in the context of the current study. The study has identified how leadership has been defined as, exceeding all reasonable expectations and succeed in getting followers and groups to fall in line with common/joint purpose, which represents the values and motivations of both. This provides a clear link to values theory in formally identifying values within the leadership domain. Organizational Development section discussed the various schools of thought in the field, identifying the more humanistic contemporary school as one which fits well within the studies area of research. Particularly, when acknowledging the aspects which have

been identified in connecting the various elements of the organizations are *purpose* and *vision* with individuals and leaders.

The study in acknowledging links between Organizational Development *humanistic* view point and focus on the organizations *vision*, *purpose* and empowerment process to achieve organizational goals. Enables linkages with aspects of leadership in the context of the study which both have relevance in the leadership perspective the study has identified. The concept of connecting the organization through Organizational Development, the study has linked the values concept of alignment which itself is connecting the organization through values. Particularly when recognising the study has identified how values based approach to organizational development is a priority in the 21st Century when considering the turbulent and challenging environment organizations and employees find themselves working in. This is further supported when appreciating the study has acknowledged how employees are seeking fulfilment in their roles, whilst responding more effectively to a values based approach, to one which is focused on rules and regulations.

The values theory discussed in the literature review has attempted to clarify values theory and how this may be more applicable in business management field, particularly in the context of the current research. Identifying the various schools of thought around values has enabled the study to build and develop a broader understanding of values. The literature review more importantly has allowed the research to outline the value definition the study is working within, in this case the concept of Schwartz's (1998) suggestion that values are 'trans-situational goals'. This 'goals' based definition supports the studies perspective for leadership and organizational development which have both incorporated the purpose and organizational goals view point as crucial for the research.

In bringing the three domains together the interrelationships of values, leadership and organizational development has been recognised as an emerging area of interest for the study. In the wider context of the benefits

of working with such domains and values; the acknowledgment that values can be changed and honed in the right environments which will be an important development for organizations. The literature review provides a broad academic basis to develop the research, whilst providing adequate academic substance to the discussion which will be required after the field research has been completed.

4.0 Research Process

The aim of the study is to examine values alignment of leaders, teams and organization's in supporting organizational development. The essential prerequisite for the study is to be able to achieve this aim. The aim, objectives and proposed questions can be classed as exploratory in nature, which will have an impact on the research philosophies, methodologies, and design implemented within the study. In ensuring the most appropriate research methodologies and design is selected a review of the various research philosophical perspectives within social research will provide an appreciation of the philosophical perspectives which are influencing the research. In turn, providing a basis to discuss and debate the potential options which can assist in answering the research questions most effectively.

Through the discussion within this chapter it is not the intention to provide a possible best way to carryout social research. However, it is the intention to review perspectives and literature that have developed through or as part of the social research over time. The review of the research process is solely to assist the current research achieve its overall objectives, whilst providing the research with a credible argument for the choices made in carrying out the study. May (1993) would appear to support this view point when discussing perspectives on research by indicating the discussions and debates between various schools of thought within social research enabling research to appreciate and build theory in and around the social world. In order for the research to develop an appropriate discussion around the various perspectives and methods available within the social research domain, the study will follow the outlined research process in Figure 4.1.

The process shall firstly review the philosophical perspectives within social science research and how such perspectives impact upon the different types of approaches that may be applicable in a management situation, and

identify the potential outcomes of such approaches. The text shall then, consider what data may be required, how the information is to be gathered?

Figure 4.1 Research Process



Along with how such evidence will provide possible answers to the questions whilst clearly identifying the limitations of such approaches. Through the review of possible research designs an initial proposal of what approaches best fits the study and why these methods will be implemented in the current study.

4.1 Research Philosophical Perspectives

The process of putting together a good piece of research is not something that can be done by slavishly following a set of edicts about what is right and wrong. Social research faces a variety of options and alternatives which require strategic decisions about which approach to choose (Denscombe, 1998). Not only do researchers have to consider differing perspectives within the field, but also alternative methods of gathering data and analysing the resultant data. Alvesson and Deetz (2000) suggest that all research should be critical and that one should not accept any claim without carefully monitoring the reasons particular research approaches are favoured over other approaches. Therefore, the first steps in examining literature within social theory and research starts with the schools of thought within this domain.

Literature has stated that philosophical attitudes shape and orientate us towards particular strategies for knowledge production and action (Partington, 2002). Therefore, the philosophical perspectives which may come through within the research would influence the approaches and strategies implemented later in the research. Without a fuller review of potential philosophical perspectives and their possible influence on later strategies and approaches, may result in inappropriate approaches, techniques and methods for the study. However, Hardy, et al. (2001) argues all research is influenced directly by the researchers own research philosophical views regardless of what knowledge they develop the philosophies which are favoured will be followed. Nevertheless, the study would argue that in identify and understanding the philosophic background in social science research can assist in working with the approaches and techniques which fit well with the researcher's competencies and interests. Therefore, in acknowledging the impact of the research philosophical perspectives on approaches and techniques provides added value to current and future research philosophical enquiry ensuring the facts, theory,

alternatives and ideas are brought together and weighed against each other in order to create and validate further knowledge (Partington, 2002).

Various authors have identified three philosophical views relating to research processes, these being positivism, social constructivism and realism (Easterby-Smith, et al. 2002, Partington, 2002, Alvesson and Deetz, 2000, Saunders, et al. 1997; Denscombe, 1998, Delanty, 1997). These research processes outline the contrasting views on how research should or could be conducted. Easterby-Smith, et al. 2002) indicates positivism views the social world externally with its properties being measured through objective methods rather than being inferred subjectively through sensation, reflection or intuition. Alvesson and Deetz (2000) builds on the objective view of this science through its reliability and permanence through priori conception and a focus on consensus which advocates may suggest leads to facts. However, literature has suggested that this particular perspective aims to reduce human action to the status of automatic response (Gill and Johnson, 2002). Hardy, et al. (2001) may indicate the idea of reducing human action is not a reality in social science research, they go as far to suggest it is a '*hopeless*' quest to attempt and that it is not possible to eradicate the researchers bias. The study has already touched upon bias within the introduction chapters, around the sector and researchers background in working within the sector. Nevertheless, Hardy et al. (2001) would suggest when researching within the world of social science, requires the input and participation of people a philosophic approach which attempts to detach human input may hinder the research. However, positivist proponents would argue that within natural sciences this perspective has had great success and that social science can work within the domain of independent observer.

Saunders, et al. (1997) discusses the assumptions often made about this philosophical view, being the research assumes the role of objective analyst, making coolly detached interpretation about data that has been collected in an apparently value free manner. This view point appears to support the concept of hard data that can be analysed by the researcher(s) with

participants responding to controlled approaches with little opportunity to develop personal viewpoints. Delanty (1997) indicates the development of positivism aimed to be value free, explanatory, descriptive and comparative science. Social constructivist's may argue that the social world of business is far too complex to lend itself too priori concept and consensus in attempting to make sense of real world events and activities with the uniqueness and multiple factor's which effect activities and situations.

Eastbery-Smith, et al. (2002) proposes the concept that 'reality' is determined by people rather than objective factors. They argue the gathering of facts and measuring how often certain patterns occur does not address the meanings people place on their experiences. Goulding (2002) supports this approach by indicating people may place many different interpretations on the situation in which they find themselves. She discusses how the perspective assists in discovering the underlying assumptions of which group members are often unaware but which usually influence how individuals perceives, think and feel. Constructivists maintain that social reality is not something outside the discourse of science but is partly constituted by science. The subject is an active agent as opposed to the passive conception of subjectivity in the value free social science of positivism (Delanty, 1997). Eastbery-Smith, et al. (2002) referrers to this philosophical view point as social constructivism whilst Goulding (2002) refer to this research perspective as phenomenology. Whether the literature refers to the philosophy as social constructivism or phenomenology the philosophy would appear to allow participants greater input and interpretation of situations and approaches utilised by the researcher(s). However, this perspective may not provide obvious data, which may require an in depth understanding of subject area if the researcher is to extrapolate the appropriate data. Literature would appear to have two opposing concepts on research one very much focused on objectivity and independence the other taking a social approach, which involves the observers, taking a more subjective view to research.

However, there is a third research philosophical view point literature has identified 'realism'. Partington (2002) refers to realism as a modified positivism, which would suggest an objective view on research. May (1993) argues the only element between 'realism' and positivism lies in the efforts of the philosophies in the explanation of phenomena, beyond that the similarity ends. Delanty (1997) supports this view by indicating realism retains the claims of objectivity and truth without conceding anything to scientism and the absolute unity of the scientific method. Realism recognises the importance of understanding people's socially constructed interoperations and meanings, in essence individual's subjectivity of situations. Potentially suggesting similarities to social constructivism, Delanty (1997) indicates realism and social constructivism does have one common presupposition being value freedom in science; do not restrict the development of knowledge. However, realism proposes the acceptance of dualism not just between mind and matter, but between theories about reality and reality itself (Partington, 2002). Literature appears to be suggesting that realism recognises the importance of understanding people interpretation of events in the context of broader social forces, structures and processes that influence the nature of people's view even if they do not realise it themselves. Therefore, this philosophical view point appears to be suggesting it is not completely focused on empirical data alone, although the interpretation of a situation is not necessarily made by the participants but rather by the researcher(s). The study would argue such a perspective provides subjective interpretation of situations, which is through the interpretation of the researcher(s). In carrying out research it would be foolish to suggest there is a 'one best way' Nevertheless, particular philosophies will provide particular answers and the understanding of such philosophies may assist in the development of appropriate methodologies when carrying out research.

In this particular instance the research is aiming to examine values, the study has identified how values are a key element of the research, values theory has still had much contradiction and confusion for team members and organizations alike. Similarly, leadership has been identified as a

multidisciplinary theory, which has many interpretations within literature and still remains as a theory with much uncertainty. The research aims to develop a greater understanding of values, leadership and organizational development through team members and organizations. In this case developing research subjectively through the team members involved within the organizations. In order to gain a great understanding of the social world in which values, leadership and organizational development are working within. Delanty (1997) and Goulding (2002) may support this stand point, since they indicate the social group is a crucial part of developing social science theory. This would suggest that the ‘social constructivism’ philosophical perspective could provide the basis for the research rather than the theory testing of positivism

4.2 Research Approaches

Underpinning the philosophical perspectives of social research are two distinct approaches deductive and inductive, literature has indicated that they are two distinct approaches, but they do have a common aim: to develop new knowledge within the field of research (Spens and Kovacs, 2006). Nevertheless, they do involve differing processes of scientific reasoning; literature indicates in following either research approach influences the argumentation line for the research (Spens and Kovacs, 2006).

The deductive approach is very much focused on the scientific principle, which aims to explain casual relationships between variables. Goulding (2002) refers to this approach as deduction, whereby research is testing theory. Easterby-Smith, et al. (2002) makes the comparison of the quantitative approach as being detached from events, whereby the approach is not affected by the activities around it. This is often associated with quantitative data, which is very much focused on statistics, potentially matching aspects of the positivism and realism philosophies. Easterby-Smith, et al. (2002) indicates the deductive approach is always associated with numerical analysis, whereby the study collects data in highly structured manner, which requires little interpretation of the responses given by

participants. The deductive process is very much based on theory testing; the process commences with an established theory or generalization and seeks to see if the theory applies to specific instances. Figure, 4.2. illustrates the path of reasoning within the deductive process; the latter two elements of the approach can be associated with the extension of current theory.

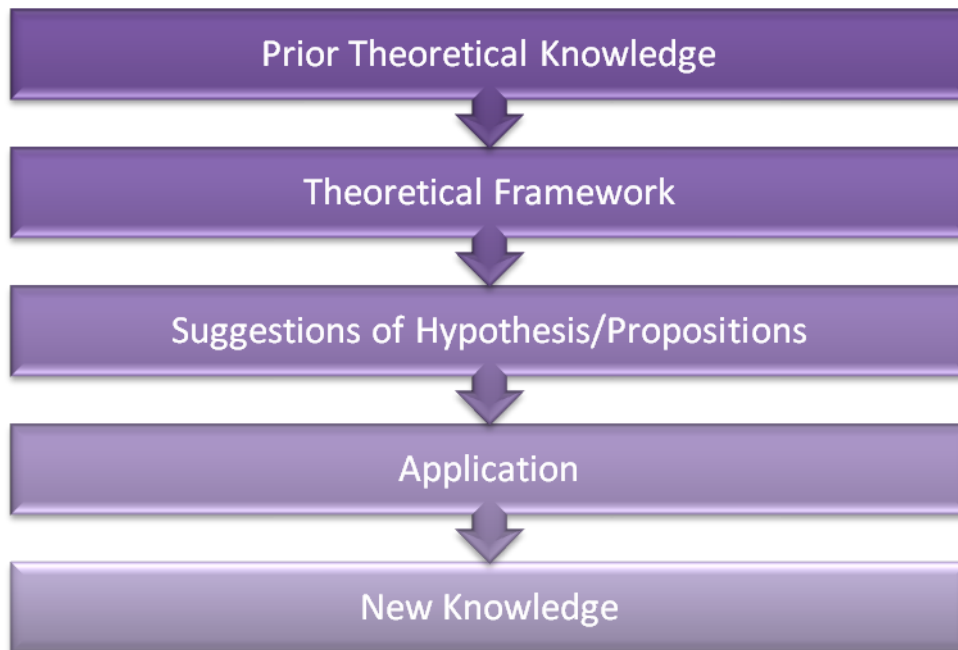
The inductive research approach has been referred to by Goulding (2002) as induction, whereby research is building theory. Figure, 4.3. outlines the development process through observations of specific instances to establish propositions about phenomenon in identifying further theory development. Easterby-Smith, et al. (2002) compares the inductive approach as one that involves the researcher being closely involved with the research rather than being independent. Leonard and McAdam (2001) indicates this approach is not just about being independent, but is very much about the team members within the research and what they say and do is crucial to the development of the theory. This is often associated with qualitative data, whereby individual perceptions on situations are investigated suggesting aspects of the social constructivism and realism philosophies.

Literature has suggested there is little standardisation in terms of data collected across management research studies and there is no absolute with regards to interpretation of data (Easterby-Smith, et al. 2002). Therefore, studies that implement strategies and methods that produce data which are associated with deductive and inductive approaches may need to consider the implication of the data produced by such approaches in order to answer the research question(s) and objectives.

However, this consideration is only part of the process inductive and deductive approaches have been linked to the manner in which the research has been initially thought through. May (1993) indicates the inductive and deductive are not solely related to data collection methods such as qualitative and quantitative, the manner in which the research is devised from the philosophical perspective the research is based on to the design stage.

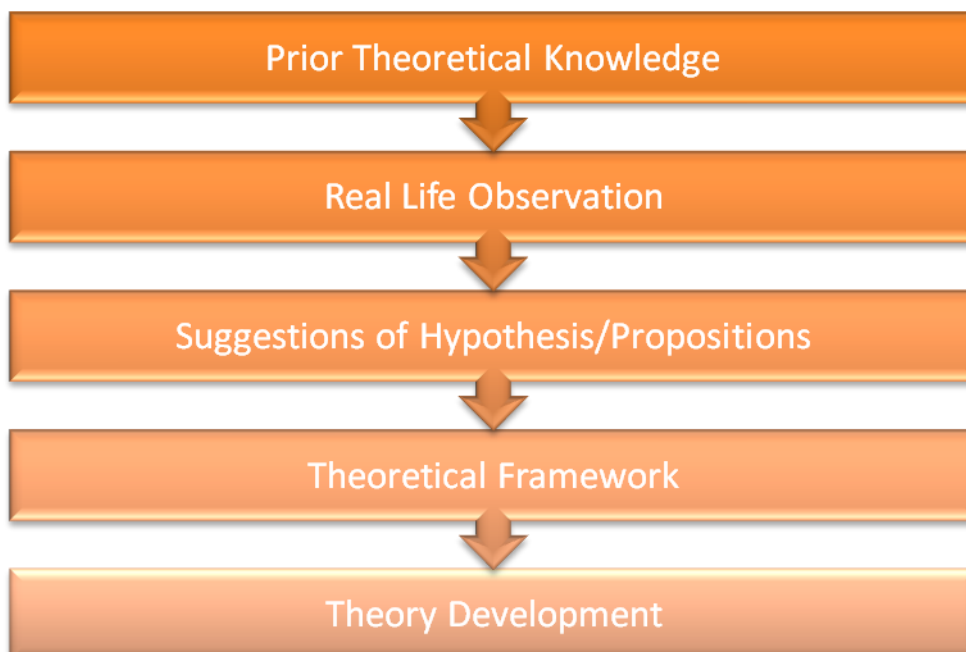
Is the research testing theory or is the research devising theory? Through the results this influences deductive and inductive approaches respectively when being implemented within social research. The current study is not testing theory, but is focused on developing theory.

Figure 4.2 Deductive Process



Adapted from: Spens and Kovas, (2006)

Figure 4.3 Inductive Process



(Adapted from: Spens and Kovas, 2006)

Therefore, it would appear in this case the inductive approach and associated strategies to research design fit more within the social constructivism and realism philosophies the research has identified as the philosophies which are underpinning the research. Nevertheless, Berg (2007) would seem to recommend a development on the inductive approach when building on the elements outlined within Figure, 4.3. He argues this is too linear with the component being distinct and separate successive stages not recognising the interrelationships between each stage. He recommends the spiralling research approach, Figure, 4.4. The study would refer to this as an interactive approach which is not following a primarily linear process but allows the redefining and development of the research.

Figure 4.4 Spiral Process

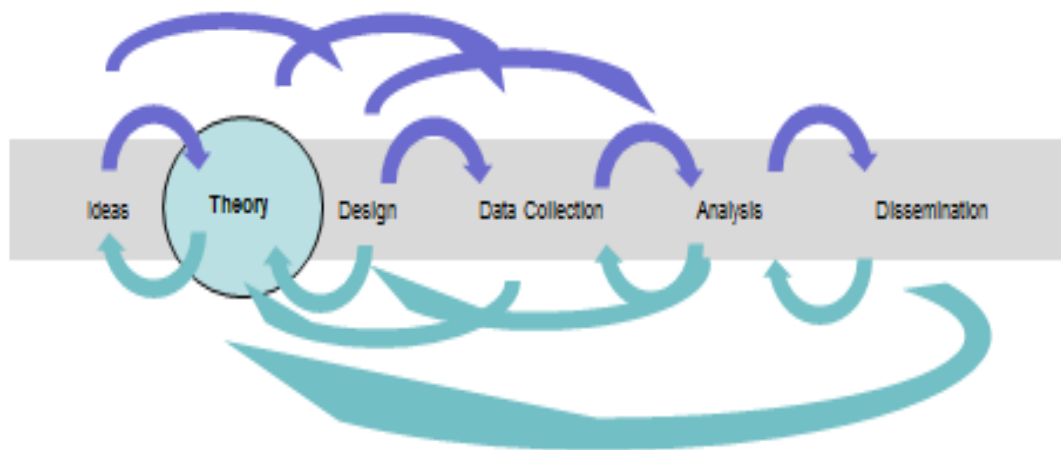


Figure 6.4: Spiral approach; Berg (2007, p24)

This approach is conceived as spiralling, the approach begins with an idea, research gathers theoretical information, then reconsiders and refines the initial idea, begin to examine possible designs, re-examine theoretical assumptions and refine these theoretical assumptions and perhaps even refine your original idea (Berg, 2007). The study would argue the spiralling

approach provides a development in the representation of the inductive approach, which fits well in to the research perspective discussed earlier in the chapter. The spiralling approach returns the theory element after four of the five components, which supports the concept of theory development and the principles within social constructivism. Recognising these aspects of the research suggests the strategies which need to be selected for the current study should acknowledge the elements and characteristics of the research philosophies and approaches identified as the foundations and principles the research has been developed through.

5.0 Research Methodology

This section will critique several research methodologies utilised in social science studies and determine the most appropriate methodology for the current study.

However, before embarking on any critique, clarification of what is being critiqued needs to be put forward. Gill and Johnson (2002) indicate what is meant by methodology, which they refer to as the study of methods and procedures used in disciplines so as to gain warranted knowledge. Whereas, Porta and Keeting (2008) indicate methodology refers to how studies turn research problems into workable design and provide some basic choices in order to select appropriate methods. What can be stated through both perspectives is that the methodology implemented within the research impacts upon how the research is developed, completed, but not only in the physical aspects but also in how the research is later presented. This is a critical aspect when critiquing any methodology in being aware of the implication in any approach selected.

Denscombe (1998) identifies 4 research methodologies with frameworks that may favour deductive and inductive approaches discussed, these being Surveys, Case Studies, Experiments and Action Research. Hussey and Hussey (1997) add to the potential list of methodologies for social research by outlining Feminist Perspective, Hermeneutics and Grounded Theory. These research methodologies provide the study with an outline on what data the methodology may produce and how to go about answering the research question. The methodologies highlighted lend themselves to the philosophies discussed, although some of the methodologies may be used across several research philosophies. Nevertheless, Hussey and Hussey (1997) indicate the methodologies should reflect the assumptions around the research philosophies being used within the study.

5.1 Critical Review of Methodologies

Descombe (1998) identifies surveys as a methodology that requires a wide and inclusive coverage, whereas a case study focuses on one instance rather than a wide spectrum. When researching a subject across a whole sector, literature indicates a survey methodology as the approach which allows the collection of large amounts of data from a sizeable population. However, in investigating a specific concept within the environment concepts are delivered, case studies provides a methodology which will assist in gaining a rich understanding of the context of the research and the process being enacted. Nevertheless, the methodologies not only provide a framework for the study, each methodology will require differing analysing techniques, which provides varying evidence outcomes. The focus on data within the survey methodology suggests a more deductive approach, which may be viewed as a positivism philosophy suggesting the need for large numbers who are sampled randomly. Whereas, the case study appears to be suggesting a more inductive approach as the methodology investigates relationships rather focusing on outcomes, which may be associated with social constructivism philosophy, potentially suggesting the case study as the more appropriate methodology from these two initiate methodologies.

However, the study also needs to consider the outcomes of the methodology implemented; Partington (2002) has indicated case studies should be selected on the literal replication, whereby the results can be validated in building new theories or synthesising existing theories. What needs to be clear in deciding which methodology is appropriate relates to the information provided by the methodology, surveys appear to focus more on hard data with large numbers to address hypotheses. Whereas, the case study methodology appears to assist in theory building or theory testing with small numbers of participants, which would require clear boundaries before initiating the research methods for the study (Descombe, 1998). When research is focusing more on theories, which are to be compared within other case patterns, case studies are more applicable. However, when the study aims to produce statistical information in order to make comparisons on real world observation then survey strategies are more applicable. The current research is investigating values alignment, interrelationships of

individuals, teams and organizations. The research is not examining human values on a larger cultural scale, rather values interactions at a micro level. Furthermore, the research is developing theory around values and organizational development, rather than testing hypothesis, this would suggest the survey methodology as inappropriate. Case study allows the development of theory and could be applicable in this instances. However, as Descombe (1998) has indicated in applying the case study methodology clear boundaries need to be established before embarking on any study utilising this methodology. The current study is developing theory which has an element of observation and experience of the participants to develop the theory. This leaves the boundaries of the research quite broad suggesting a case study methodology as not the most suitable option.

However, before any decision can be made on the methodology which best fits the current research, a further review of the other methodologies identified needs to be completed. Denscombe (1998) indicates the experiment methodology focuses more on controls through the manipulation of circumstances to identify specific outcomes. Whereas, action research is more hands on which, is driven to solve practical real world problems. A key characteristic of experimental strategies lies with the two defined groups within the study, the experimental and control groups and the independence of the researcher within the study. Action research on the other hand demands an integral involvement of the research, but the implications of the study are transferable to other domains outside of the study field (Easterby-Smith, et al. 2002). In implementing an experimental methodology to investigate the effects of training in an organisation a researcher may implement training on an experimental group with a control group not receiving any training which incorporates pre and post-tests too assess the impact of the training (Easterby-Smith, et al. 2002). Such a methodology aims to investigate the impact of training on two groups who otherwise have similar experiences.

Action research methodology may investigate the effects of training in an organisational setting by participating within the whole programme and utilising multiple research methods with participants before and after the training has taken place. Although, the research area appears to be focused on the effects of training in an organisational setting the choice of strategies impacts upon the data collected. The

positivism philosophy underpinning the experimental methodology will provide the study with hard numerical data. The realism philosophy underpins the action research methodology, may provide the study with both qualitative and quantitative data. This may provide a rich source of both scientific statistical information that also allows the participants and researcher(s) the opportunity to express their personal interpretation of the training upon them and the organisation. However, each research methodology can be used to investigate similar subject areas the research objectives define the methodology chosen. If the current research aimed to manipulate human values in groups within the organization, then the experimental methodology may be more applicable.

Rokeach (1973) first investigated values utilising an experimental methodology and examined the changes in individual values after controlled activities which questioned the individuals' personal values. Bardi and Schwartz (2003) on the other hand implemented a survey style study, to examine values and behaviour. Although, the subject matter has similarities the research questions have driven the research methodologies. These examples show that the research methodology can vary regardless of the subject matter. However, the current study is not attempting to change individual or organizational values through experimental methodology approach. Nor is the research attempting to problem solve why particular values are held within organizations through an action learning approach. As the examples show such methodologies may be applicable in particular circumstances regardless of the subject area, so long as the methodology fits in with the philosophical perspective and principles behind the research.

Four research strategies have been reviewed and two would clearly appear not to fit within the philosophies and principles behind the research and two may fit in with elements of the research objectives, but questions have still been raised about the suitability. This leaves a further three methodologies to review, feminist perspective, Hermeneutic and Grounded Theory. The Feminist Perspective is concerned with challenging the traditional research paradigms from the point of view of the politics and ideology of the women's movement. It challenges the methods by which knowledge is currently generated and the source of the views of the world it reflects (Hussey and Hussey, 1997). Indicating the perspective aims to question the male

dominated development of subjects and theories, which may not acknowledged the influence of feminist perspective. Hermeneutics on the other hand is focused more on aiding the art of interpretation, which was originally developed to better understand biblical text (Partington, 2002). However, the methodology has developed over time, with the contemporary methodology more around validating knowledge at a level of lived experience on the part of the reader/researcher. Nevertheless, Hermeneutics examines social-historic and cultural settings, which is often difficult or even impossible to understand (Partington, 2002). Both of the methodologies follow particular principles, which influence the overarching focus of the research taking place, Feminists' Perspective being grounded in the experiences of women; Hermeneutics understanding social historic and cultural settings. In this instant the research is not focusing on women specific values, or questioning the possible male dominated development of human and organizational values. Neither is the research aiming to investigate and understand the meaning of the individual values in a cultural setting. All be it the values of women and the influence of culture will clearly influence the topic areas being research within the study. Therefore, these particular methodologies may not be applicable in this instance when examining the focus of the research.

5.2 Grounded Theory

Literature has suggested Grounded Theory (Glaser and Strauss, 1967) as one of the interpretive methodology's that share the common philosophy of social constructivism, that the methodology is used to describe the world of the person or persons under study (Gill and Johnson, 2002). The basis of the methodology is around the inductive perspective that the explanation of social phenomena is worthless unless they are grounded in observation and experience. The methodology does not start with facts and figures of a positivist stated theory; rather the theory is developed through the observations and experiences of the study. Furthermore, the basis of the methodology is to build theory that is faithful to and which illuminates the area under investigation (Goulding, 2002). Even so, the methodology is dynamic as it does acknowledge and work within the deductive approach, Goulding (2002) indicates this theory should be thought of as a theory which builds theory through a combination of inductive and deductive approaches. Nevertheless, Mason (1996) indicates of the two approaches inductive reasoning is most commonly associated with Glaser and Straus

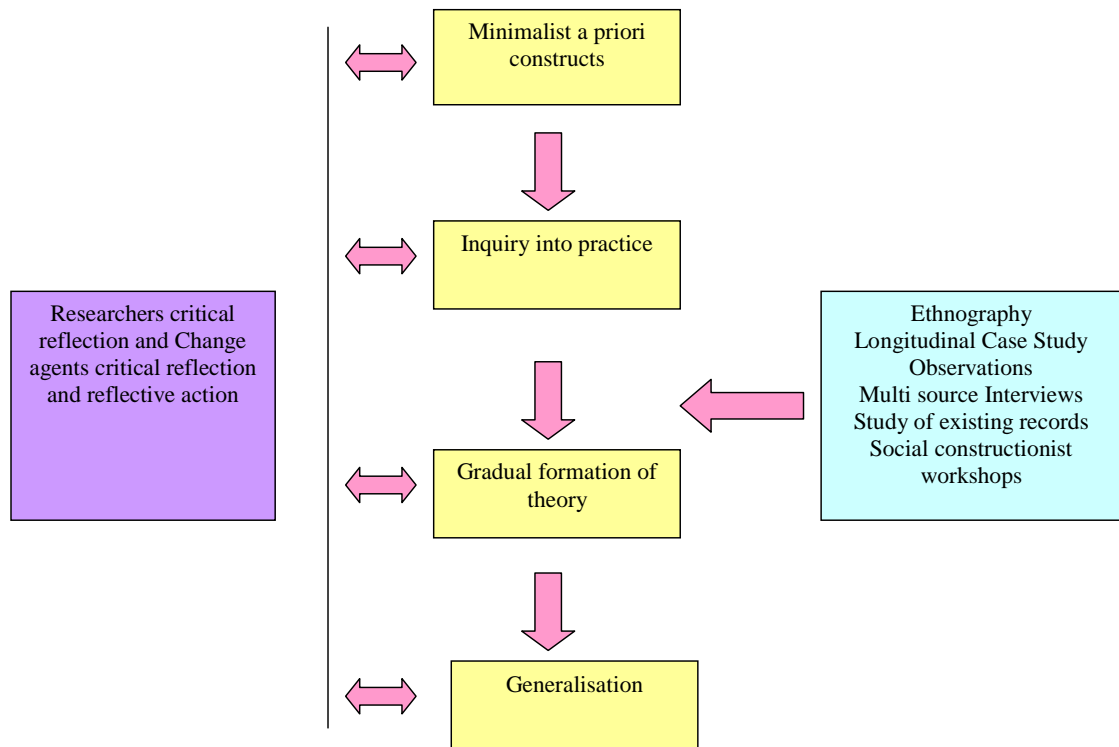
(1967) Grounded Theory, whereby explanation and theory are fashioned from the emerging analysis of the data.

Figure, 5.1 outlines the methodology behind Grounded Theory; it indicates that firstly there are multiple methods which can be implemented to support the development of theory, which does have its principles and philosophical perspective based in social constructivism. In moving studies forward within Grounded Theory methodology Figure, 5.1 shows how the methodology supports practical enquiry, through which gradual formation of theory emerges out of the research, which may later be put forward as general theory depending on how the research reflects on the research carried out. Taking the outline model of Grounded Theory proposed in Figure, 5.1 would appear to support the association between inductive reasoning and the Grounded Theory methodology.

The similarities with the inductive and spiral approaches discussed earlier in the chapter, includes development of ideas through the whole process. The Grounded Theory methodology allows reflective thought, which the study has recognised as an important factor in this particular theory building study. This allows the research to collect data without the formation of an initial theoretical framework, which assists in the development of ideas from the data collected. In fact, it has been stated in literature that the theory evolves during the research and is a product of continuous interplay between analysis and data collection (Goulding, 2002; Glazer, 1978; Glazer and Strauss, 1967). The concept of maximising the possibilities of developing theory during the course of the study fits neatly into the currently research which is looking to develop leadership and values theory through the study, rather than test current theory which exists.

Further differences with other qualitative research methodologies have been identified; Spiggle (1994) argues other qualitative research methodologies shy away from identifying casual links, often stopping short of making conceptual links that result in an integrated structure. Seldom providing the setting for identified pattern or themes; in fact, she states qualitative research does not typically think in casual terms. Whereas, Grounded Theory is inductive, which leads only to theory, not its verification, (Goulding, 2002) allowing conceptual links and integrated structures.

Figure 5.1 Grounded Methodology



Leonard and McAdam, 2001, p192.

However, it should be noted any concepts or sets of concepts do need to be able to be traced back to the data, which is further strengthened through continued research. One aim of any Grounded Theory study certainly is not to verify any theory; verification of research is for more positivists, quantitative research, which the current research is certainly not. What the current research is certainly more interested in are the patterns of action and interaction among various types of actors.

However, as with many methodologies which have continued to develop over time, two distinct schools of thought have emerged from the initial Grounded Theory (Strauss and Glazer, 1967); these being substantive and formal (Goulding, 2002). Substantive is developed from work in a specific area, such as a particular organization (Goulding, 2002). This theory does not attempt to explain outside of the immediate field of study. Although, it has been argued a theory at such a conceptual level, may have important implications and relevance which supports the development

of a wider general theory (Glazer and Strauss, 1967). Whereas, formal Grounded Theory does make explanatory suggestions across a range of situations rather than in one particular situation. Literature has indicated the formal Grounded Theory is often the end product of a longitudinal study, which involves a large team of researchers based across several locations (Barnes, 1996). The review of substantive and formal approaches to Grounded Theory it may be suggested the current research falls more in line with substantive rather than the formal. Current research is working within a particular sector, VCS, which may be interpreted as a particular area. Furthermore, the resource for the study is considerably less than that which is recommended for the formal Grounded Theory, current study is being implemented by one researcher. However, before making any definitive recommendation on which Grounded Theory approach the current study lies within some further considerations do need to be reviewed.

Along with there being two schools of thought on the theory development, each of the two schools of thought can be distinguished with its own ideographical procedures. Goulding (2002) indicates Glazer proposes an interpretive, contextual and emergent nature of the approach, whilst Strauss has emphasised a highly complex and systematic coding techniques. Strauss and Corbin (1990) development of Grounded Theory involved the inclusion of multiple coding procedures such as open, axial and selective coding, in order to support the analysis and development of theory out of the research. However, this caused considerable upset to the so called pure Grounded Theory perspective Glazer held, in fact he went on to state “Strauss’s book is without conscience bordering on immorality” (Glazer, 1992, p3), clearly suggesting some differences of opinions on how Grounded Theory should be implemented. It would appear Glazer’s (1992) issues lie in the mechanical basic of Strauss and Corbin’s (1990) approach which Glazer suggests loses the theoretical sensitivity and insight by being too mechanical. Although, literature has indicated Strauss and Corbin were somewhat mystified on Glazer’s perspective and they had seen the differences purely in interpretation and writing style (Goulding, 2002).

What these differences do highlight is the need to be clear on the choice of approach needs to be clarified and clear before embarking on a research project to ensure clarity of theory and approaches utilised in implementing the study. Nevertheless, there are

some common threads within in each of the schools of thought. This being there is constant review of data to develop concepts and categories; there is a gradual abstraction of data from the study to a high order of theoretical categories. Therefore, although the Grounded Theory approach does need clarifying, the continued review and reflection of the data emerging out of the research needs to be constant.

5.2.1 Critical Consideration

Grounded Theory as with many other methodologies does have its critics, which often means some careful consideration when choosing to implement a Grounded Theory methodology. Such critics have based their criticism on the differences within the two schools of thought within the Grounded Theory methodology (Goulding, 2002).

Literature has suggested the theory split has resulted in a misuse of the principles and procedures within the methodology, resulting in failure to give proper attention to the data collection techniques and the quality of the gathered materials (Charmaz, 1983). Although, Goulding (2002) has argued this is more to do with the language of the methodology rather than the lack of attention in data collection and quality of gathered materials. Nevertheless, the current research does intend to keep such potential criticism at bay with careful consideration and review of data collection methods and the manner in which the gathered materials can be utilised within the research. This will be covered in later chapters on *Research Method Consideration* and *Data Analysis Process*. Furthermore, the point on language does need to be kept at the forefront of the researchers mind throughout the study to ensure consistency, and clarity of where the research is going and what the research hopes to achieve.

A further area, which does need considering when looking to implement any Grounded Theory approach is the risks associated with this methodology. Literature has identified several which do need considering, it has been suggested Grounded Theory approach can be tackled quite sporadically with little thought of the process taking place (Rennie, 1998). In order to combat these studies need to ensure boundaries are clarified; literature is fully explored, which supports the development of relevant research questions (Goulding, 2002). What can be suggested is the current research has attempted to address such risks, with thorough literature review, which has supported the development of research question(s), which in turn have supported

the critical review and recommendations in the methodologies and methods for the study. A further risk which does need considering involves the theoretical development itself, whereby categories identified within the research are over time casually linked and the relationships and tendencies between the categories are often lost (Wai Ching Yeung, 1997). This is a particular concern which affects the systematic data analysis process, which certainly does need to be addressed. The research is aspiring to ensure such flippant links are not proposed with a systematic process to support any concepts, ideas and/or recommendation. This will be covered more thoroughly during the systematic data analysis chapter. Nevertheless, the acknowledgement of such risks association with Grounded Theory does need to be critical part of decision making processes in recommending the most appropriate methodology for the research.

5.2.2 Clarity on Grounded Approach

The current research is intending to develop values theory within an organizational setting around leadership and organizational development. Theoretical frameworks combining these theoretical management areas are not so readily available, this impacts on the objectives and possible methodologies which may be applicable. The discussions around the research methodologies would indicate several of the research methodologies as inapplicable in this particular instance which includes the survey, case study, experimental, action research, feminist perspective and hermeneutics. Since each of these methodologies has particular principles and approaches which do not necessarily fit specifically into the philosophies, approach's and objectives of the current research. However, Grounded Theory would permit the current study to develop some initial ideas; allowing the development of further ideas and concepts around values theory. Therefore, in outlining Grounded Theory as the research methodology suitable for the current research will assist in outlining the research design in order to ensure the methods and data collected assists in the answering the research aim, objectives and questions put forward.

However, the study has attempted to recognise and acknowledge the challenges and potential issues which may arise in implementing such a theory based methodology. The purpose of which is to ensure the research remains credible and reliable when

coming to the stage of proposing new concepts, ideas and theories. What can be stated from the critical review of Grounded Theory, is that the current study has endeavoured to respond and implemented practices and approaches throughout the study to tackle many of these potential areas of concern.

5.3 Research Method Considerations

In achieving strategic objectives relevant methods of gathering data should be reviewed to ensure the most appropriate methods are implemented to support the study in collecting the most relevant data, which fits within the research philosophies and methodologies, whilst answering the research question(s). However, the methods are not solely focused on the data they provide, each method defines the necessary criteria in order for the data to be seen as valid and reliable. Furthermore, during the research design stage the study needs to acknowledge possible research software packages which provide support in analysing data and increasing credibility. In this case Grounded Theory allows for both inductive and deductive approaches, which permits considerable flexibility in selecting the most appropriate method and potential research software for the research design. Literature has identified a several research methods that may be applicable when carrying out management research these include; questionnaires, interviews, observations and documentation analysis (Partington, 2002; Denscombe, 1998; Saunders et al. 1997).

Literature has suggested that questionnaires are not particularly good for exploring or changing behaviour, but are more appropriate for descriptive or explanatory research (Denscombe, 1998; Saunders et al. 1997). This method is very much a deductive approach, which may be more practical when dealing with large numbers of respondents. Questionnaire studies have been associated with data that provides little understanding of context and meaning of the study area, which is sacrificed for the purpose of abstractions and law like patterns (Alvesson & Deetz, 2000). Although questionnaires do provide the study with an economical research method that can be comparatively easily arranged and provides standardised results. The literature has identified questionnaires data as a form which provides little understanding of the context and meaning of the study area. However, several values studies have been carried out through questionnaire methods, although these studies have not been

working within a Grounded Theory methodology (Schwartz, 1998; Feather 1974). The current study has identified the Grounded Theory to build theory from the data collected. This would suggest at this point of the research, questionnaires may not be as appropriate, as it has been indicated questionnaires are most appropriate for descriptive and explanatory research. Saunders et al. (1997) would appear to support this since they stated questionnaires as a Grounded Theory methodology is inadequate.

Interviews are one of the most commonly recognised forms of inductive research methods, which is often why researchers assume their study should involve interviews without spending time working out why it should, why they want to use interviews and what they expect to get out of them (Mason, 1996). Interviews do provide participants with the opportunity to gain insight into particular situations or subjects from key informants. Rubin and Rubin (2005) suggest that interviews share many similarities, but at the same time differ depending how research projects are carried out. In addressing this potential grey area Rubin and Rubin (2005) have proposed two interview categories topical and cultural. The former examining what happens in specific situations and the latter exploring norms and values. It may be suggested the current study falls closer to the cultural interview category. Nevertheless, literature has indicated interviews are intensely interpretative by the researcher and the interviewee, which can lead to bias in the development of the interview approach and analysis (Alvesson & Deetz, 2000). Therefore, the study needs to ensure the research design mitigates any risk which may hinder the discussions and findings of the study.

In order to address some of the bias around interpretation, which certain literature has highlighted above the development of qualitative analysis tools such as N-Vivo, has gone some way to counteract such concerns. Although, such tools are still influenced by the information utilised by the research, as are all research methods. N-Vivo provides an opportunity to maximise interview methods providing the research with the tools to support the development and creation of theories; whilst providing the researcher with a research tool which allows the researcher to keep an overall perspective on all the data (Bazeley and Richards, 2000). Even though certain literature has identified interpretive aspect of interviews, for the current study interviews would appear to allow the observational and self-defined experiences of the participants to come through allowing the understanding of values to each participant

interviewed. The research methodology identified for the research suggests the development of theory through observation and experience, supporting the interview method as a serious option to build the research around values. Especially when the study has identified earlier the intangible and personal basis team members may put on values. Therefore, incorporating such data collection method with the qualitative software package such as N-Vivo allows the researcher to evolve the study, whilst showing clear pathways and developments. This will be discussed in greater detail within the Systematic Data Analysis, Chapter 5.5.

Even so, literature indicates there is not just one form of interview method, suggesting a need to clarify the most appropriate interview methods for the field research. Denscombe (1998) identifies three types of interviews which may be implemented these being, structured, semi-structured and unstructured. Structured interviews may be associated with the questionnaires discussed earlier as there is tight control over the wording of the questions, the order in which the questions occur and the range of answers that are on offer. Out of all the interview methods this is more deductive than inductive, therefore many of the characteristics of questionnaires apply to structured interviews, all be it, with lower participating numbers. Whereas, the semi structured interviews still have a clear list of questions, there is greater flexibility in the order of questions and perhaps more significantly the interviewee can develop ideas and speak more widely on the study area. Unstructured interviews takes this concept a stage further with greater emphasis on the interviewee, the researchers' role is to be unobtrusive. The researcher introduces the topic or theme and allows the interviewee to develop his or her ideas and pursues his or her train of thought. Denscombe (1998) suggests that semi-structured and unstructured interviews are on a continuum with interviews actually involving elements of both techniques, which allow greater understanding and discovery rather than checking against pre-proposed concepts. The checking against pre-proposed concepts would not necessarily fit within the Grounded Theory; however, development of understanding and discovery would fit neatly within the objectives of Grounded Theory, suggesting the semi-structured and unstructured approaches as appropriate for the current research. Furthermore, this is an approach which has not traditionally been used in values research; providing an opportunity for the research to generate new knowledge within a business management academic discipline.

However, there are three distinct interview approaches underpinning the interview techniques. Denscombe (1998) suggests one to one interviews are popular because of the ease to arrange, only two people need to meet and that the researcher is able to relate specific ideas with specific people, as the views expressed stem from one source. He has also indicated that this particular interview approach is relatively easy to control. On the other hand Easterby-Smith, et al. (2002) has indicated the complexity of interviews can sometimes be underestimated. May (1993) supports this by indicating the influence of the interviewer upon the whole process such as relationship, age, sex, gender, especially when examining the field of study the research is working in. An extreme example of this would be a manager interviewing recently made redundant staff on the companies' redundancy process. The potential implication and connotations of such an interviewer and interviewee would be extremely difficult to manage and interpret. Literature has suggested when carrying out one to one interviews the researcher only has access to the team members who are to be asked the questions, which may not be the individuals who are best suited to answer such questions (Rubin and Rubin, 2005; Easterby-Smith, et al. 2002; May, 1993). This emphasises the importance of ensuring any research study is clear about the overall objectives before jumping into any assumptions with regards to the research methods.

Group interviews allow the researcher to gain a consensus view on a particular area, Denscombe (1998) suggests group interviews may generate richer responses by allowing participants to challenge one another's views. However, Saunders, et al. (1997) indicates the relationship between the interviewer and interviewees may be less effective than the one to one sessions and the interviewer needs to be aware of team members within the group dominating the discussions. Indeed, group interviews may reduce the potential impact of the interviewer upon the interviewee, as the participants may feel more comfortable within such a group setting. Furthermore, this technique does provide the study with an opportunity to interview large numbers of participants in an efficient way; particularly when a study is focused on a specific representative sample such as organisations or a clearly defined population. However, focus groups are about exploring attitudes, perceptions, feelings and ideas about a specific topic, with attention being placed on collective view rather than the aggregate view of one to

one interviews. Although, Saunders et al. (1997) does state focus groups have more interference for the researcher than one to one interviews, which may impact on the effectiveness of recording discussions because of the full interaction of all participants.

Both techniques produce qualitative data for the study, which leaves the data analysis with an element of interpretation by the researcher. However, the research had identified the qualitative research software, which can provide support in maintaining credibility. However, in the current study the research is examining values. Therefore, the group interview could result in inaccurate data with team members potentially being influenced by other participants or not wishing to go against a consensus on values especially with other work colleagues. Nevertheless, overall the versatility of interviews means that this method can be an effective source of data collection.

Although, interview methods may require careful reflection by the researcher before implementation to ensure there is clear understanding for all participants. The time and length of the research needs to be considered as interviews are often time consuming for both researcher and interviewee.

The third method identified within literature provides the researcher with the opportunity to implement both inductive and deductive approaches. Saunders, et al. (1997) refers to participant and structured observations, which offers the researcher the opportunity to collect data on not what people say they do or what they say they think, but more on what is actually observed from events first hand. Easterby-Smith, et al. (2002) has indicated that this method is a serious option when implementing research in organisations. May (1993) suggests that the social world is constantly changing and that we must become part of that social world if we are to understand how it changes and we must participate in it and record our experiences, if we are to develop an understanding of it. Although, Saunders, et al. (1997) states this particular research method has not been as widely used as the other methods discussed.

The key in differentiating the two forms of observation techniques lies with the observer, participant observation the researcher attempts to participate fully in the lives and activities of the subjects and thus become a member of their group. The data produced through participant observation may be associated with inductive approach, which involves the researcher recording data through descriptive or narrative accounts.

Structured observation on the other hand is systematic and has a high level of predetermined structure, which has the research much more detached from the research than the participative observation (Saunders, et al. 1997). Literature has indicated structured observation is more focused on how often things happen rather than why they happen (Berg, 2007). This would suggest structure observation has closer links to deductive reasoning, literature has identified such an approach as an effective technique in supporting a multiple research methods approach when researching within social situation (Denscombe, 1998; Saunders, et al. 1997). Nonetheless, such an approach may be invaluable when utilising multiple methods in research. The study would argue that this approach may be utilised during one to one interviews were the interview is not only recording what is said during the interview but the interviewer is also observing the participant.

Nevertheless, participant and structured observation may not be an option since the researcher needs to initially gain insight into values, the research may form impressions and develop interpretation through the observation of what values they believe to be followed. However, it may feel vague in its interpretation, since the values are less tangible interfaces to assess through participant observation. Secondly the actual application of values within the organization may be able to be supported through participant observation, if the researcher was based within the organization being research. In this instance this is not the case. Structured observation requires some predetermined structure, which goes against the Grounded Theory methodology when devising the early stages of the research to assist the development of the study.

Observation methods have been associated with the experiment and action research strategies, such associations between methods and strategies substantiates the need for the research study to be clear on the strategies it plans to implement along with the best methods to achieve the methodology outcomes (Denscombe, 1998). The underlying question around observation method links to the external validity of the data, May (1993) indicates such a research method can result in a whole range of data potentially being omit. Since the researcher may aim to confirm their own pre-established beliefs, leaving the study open to charges of bias. Nevertheless, such a method if applied appropriately can provide great insight into human actions. Although, the basis of human actions observation may not be the most appropriate for

the current research, since it is not looking at human action. However, it could be argued that human action is a key element of the research with the values taking place, the action of aligning values. Gill and Johnson (2002) indicate observation provides an important approach in developing Grounded Theory, which indicates a possible benefit to the current study when clarifying the research design and data needs for the study.

A fourth method, which often is neglected as an option in gathering data for researcher studies are documentary secondary data. Denscombe (1998) has suggested such an approach can be treated as a research method in its own right. Documents provide vast amount of information with fairly easy access, which is also permanent and available in a form which, can be checked by others. Nevertheless, the information provided by the documents is often produced for other purposes, which may be an issue when attempting to interpret data for a specialist research study. However, the research can also facilitate the development of documents for the purposes of the research, diaries, time diaries, written accounts and stories, biographies, tables and lists (Mason, 1996). Nevertheless, in utilising a systematic approach to the analysis, having opportunity to analysis documents produced within the organizations participating in the study provide an insight into areas which may not be possible in utilising sources which have been specifically design for the research.

Nevertheless, both forms may they be pre-established or developed through the research rely heavily on the research interpreting the data collected with the research questions and objectives. This interpretation may suggest links with the social constructivism and realism philosophies, which again needs to recognise when considering the approaches to be utilised. Even so, documentary data can provide both inductive and deductive data and can be used in both descriptive and explanatory research. This suggests a great deal of flexibility for the researcher and study if appropriate secondary data can be utilised. What appears to be crucial when considering documentary data is accessibility to the data; if a particular researcher is unable to access specific documents then use of this method needs to be reviewed. Furthermore, literature has suggested this form of data collection is most effective when supported through the collection of additional data through the additional

research methods discussed earlier (Easterby-Smith, et al. 2002; Denscombe, 1998; Saunders, et al. 1997; Mason, 1996; May, 1993).

The study has attempted to provide an overview of possible methods which may be applicable in the current research, whilst recognising the association of the earlier methodologies and philosophies. This is all good and well in outlining theories behind social research, however, the study needs to take a step towards the research design which is appropriate and recognises the boundaries discussed. The following sections intends to pull together the research for the current study in order to maximise the opportunities developing around the research theories discussed during the literature review.

5.4 Research Design

In order for the study to move forward and respond to the research aim, objectives and questions effectively, several areas need to be clarified and built on from the earlier discussions which have took place around the studies philosophies, methodologies and methods. These being

- Define research design.
- Outline appropriate methods for sampling at all levels, within the study and for data collection.
- Define appropriate analytical techniques to analyse the rich data collected.

The following section outlines the manner in which the study tackled the challenges in collecting the appropriate data to support the philosophical perspective the research is working within. Whilst identify the best way forward in outlining the method which support the concept of theory development through a Grounded Theory methodology.

The literature review has identified the opportunity to research values alignment of individual, leader and organizational with potential influences on organizational development. The research may be attempting to make comparisons to real world situation suggesting an inductive rather than a deductive approach. The study being very much focused on “values theory” suggests a hands on methodology which, is driven to examine the interrelationships of personal and group values in an

organizational context. However, it has been suggested if research is linking two or more concepts in a casual chain, such as aligned values and organizational development. Then the processes may involve deductive approaches, since the research may be creating rules for making the observations, since the research is making clear definition of what it is we are going to observe (Gill and Johnson, 2002). This potentially causes a contradiction in terms in the one instance deductive and the other inductive, although in a Grounded Theory approach the deductive work is used to further the inductive developments of the study. Goulding (2002) indicates the Grounded Theory methodology allows the study to work much broader methods than traditional qualitative methodologies. So long as the research is clear on how the research is designed and the methods being applied provide the study with the opportunity to discuss the proposals made through the study.

5.4.1 Research Structure

The research structure has been outlined to summarise the discussions and considerations the research has taken to date. This can be seen in Table, 5.1 Research Structure. The research structure intends to outline the approach and methods for the whole study; this provides an outline of how the study will be approached. In building on this the research has considered a Design Table, Table 5.2 working through potential methods, justification and resources needed to respond to the aim and objectives. The earlier discussions within the study have indicated the methods identified within the research design table fit in with the philosophical perspectives and methodology, whilst ensuring the data collected provides a rich data source for analysis.

The methods being proposed for the study include, one to one structured and semi-structured interviews, this will support the development of understanding and discovery which would fit neatly within the objectives of Grounded Theory. Schwartz's (1987) structure may provide a useful tool during the analysis processes, however, Rokeach (1972) can also provide a framework for prioritised espoused values within the organization. Interviews which utilise a probing approach, without initially asking directly about particular subjects and themes will allow development and emerging topics to evolve through the research. Schwartz's (1994) Structure for

Human Values questionnaires utilised a portrait description to identify personal goals, aspirations or wishes which pointed explicitly to the importance of a value within the framework. However, the current research is proposing to approach this through in-depth one to one interviews. With this being an approach, which has not been utilised as often when researching values: supporting the proposal that the current research is adding original contribution to the wider body of knowledge.

Since, the study intends to develop emerging ideas to assist in the development of the research which is very much within the parameters of the inductive approach. The study will analyse the data produced and review the questions and recommend further sampling and research methods as outlined in the Research Design Table, Table 5.2. The initial stage of the research a decision was taken to not formally ask about values directly and more prompt and delve into the organization. Nevertheless, further development of the research questioning and methods outlined in the Research Design Table, Table 5.2 will be applied and reviewed, which would provide opportunity to delve further into values as the study progresses.

Table 5.1 Research Structure

Research Aim		
Through the research activities develop a theoretical framework to support values alignment in organizational development context. This is to be focused on VCS organizations within the North West of the UK.		
Research Questions		
<ol style="list-style-type: none"> 2. To Provide new perspective on values alignment and organizational development <ul style="list-style-type: none"> ○ To gain greater understanding of values in leadership and organizational development. ○ To develop values framework within the leadership domain to support organizational development. 		
Philosophical Perspective		
Social constructivism' philosophical perspective - the perspective assists in discovering the underlying assumptions of which group members are often unaware but which usually influence how individuals perceives, think and feel. Constructivists maintain that social reality is not something outside the discourse of science but is partly constituted by science		
Research Methodology		
<ul style="list-style-type: none"> • Grounded Theory which shares the common philosophy of social constructivism. Grounded Theory supports theory building studies, which is assists the development of ideas through the data collected. 		
Research Methods		
Review of four broad methods <ul style="list-style-type: none"> • Interviews; One to one open, semi and structured – versatility of method fits in with philosophical perspective and methodology. 		
Research Design		
Following areas discussed to assist in the collection of most appropriate data in order to support the research objectives <ul style="list-style-type: none"> • Define initial research design including questions. • Appropriate methods for sampling at all levels, within the study and for data collection. • Appropriate analytical techniques to analysis the rich data collected. 		
Research Setting		
<ul style="list-style-type: none"> • Two local small/medium sized third sector organization. 		
Data Collection Methods		
In supporting the spiral approach proposed by the research data collection broken down into several phases utilising the following data collection methods. <ul style="list-style-type: none"> • One to one semi structured interviews. 		
Systematic Data Analysis		
Systematic data analysis carried out, in completion of each phase of data collection; providing feedback, concepts and ideas to be developed through the experiences of the research.		
Content Analysis	Patterns & Themes	Developing Ideas
Utilising NVivo data to be coded to capture predominant patterns and themes	Models developed around emerging ideas and concepts	Propose and develop ideas which build on theories and organizational development
Concept Development		
Follow recommendations of Grounded Theory methodology and spiral approach, reflect on the themes and ideas which have emerged through the research activities. Refine broader research methods to add value to a wider study acknowledging lessons learnt through the study. Review and reflect on theory development and propose recommendations.		
Findings and Discussion		
Outline proposed findings which provide original contribution and leadership in field. Ensuring discussion links back to literature review and further recommendation in developing the proposed theory.		

Table 5.2 Research Design Table

Research Questions	Data Sources and Methods	Justification	Resources	Ethical Issues
Could there be links with aligned values and increase organization commitment within the teams?	Formal Organizational Leaders – Interviews Team Representatives – Interviews Observations	Provides opportunity to develop research area without making any assumptions about what research thinks organizational representative may or may not believe	Self Dictaphone Time Staff availability N-Vivo	Some of the staff may have known researcher in his role within the sector.
Are values acknowledged by staff within the workplace?	Formal Organizational Leaders – Interviews Team Representatives – Interviews	After initial discussion provide opportunity for staff to reflect on subject area.	Self Dictaphone Time Staff availability N-Vivo	People may not wish to share their own values in this instance.
Would there appear any awareness of the organizations values?	Formal Organizational Leaders – Interviews Team Representatives – Interviews Transcribed Notes	Organizational values are often in 2 forms rhetoric and hidden unspoken values, provides opportunity for staff to state what they believe are these values before examining the stated values.	Self Dictaphone Time Staff availability Access to internal documents N-Vivo	This may be a sensitive area for the organizations and could raise some conflict between appreciated and stated values?
Would there appear aligned organizational values within teams or across the organization?	Formal Organizational Leaders – Interviews Team Representatives – Interviews Transcribed Notes	Crucial aspect if looking at alignment if team members do not open up will be difficult to answer proposition relating to aligned values and performance.	Self Dictaphone Time Staff availability N-Vivo	Team members may not wish to share values with colleagues or organization.
Are the values of others formally identified within teams or across the organization?	Formal Organizational Leaders – Interviews Team Representatives – Interviews Transcribed Notes	Aligned values have been identified as a critical part of the research, how organizational representative identify values is critical.	Self Dictaphone Time Staff availability Access to internal organizational documentation N-Vivo	This leaves the assumptions area up for potential criticism values, but this does not solely contribute to organizational development. This needs further consideration?

Research Questions	Data Sources and Methods	Justification	Resources	Ethical Issues
Is values alignment recognised within the organization?	Formal Organizational Leaders – Interviews Team Representatives – Interviews Transcribed Notes	Allows the review of what values are the stated and how/if these are associated with individual and group values in the organization	Self Dictaphone Time Staff availability Access to internal organizational documentation N-Vivo	This may be influenced by what team members perceive as values and historic events, which are beyond the scope of the research.
Are leader's values influenced by the values structures within the organization?	Formal Organizational Leaders – Interviews Team Representatives – Interviews Transcribed Notes	Organizations may invest time and resource into values frameworks, investigating potential outcomes of such values frameworks on leaders could provide organizational development area.	Self Dictaphone Time Staff availability N-Vivo	Organization may have invested considerable time in values structures and team members within organizations may not wish to talk openly about this area.
Do team leaders promote values alignment within teams?	Formal Organizational Leaders – Interviews Team Representatives – Interviews Transcribed Notes	Allows a comparison between stated and actual values sharing which is taking place.	Self Dictaphone Time Staff availability Access to internal organizational documentation N-Vivo	Organization may have values sharing practices in place and staff may not wish to indicate this does not take place.
How would the organizations internal value system support the engagement of staff in achieving their organizational goals?	Formal Organizational Leaders – Interviews Team Representatives – Interviews Document review/observation	May support the theory of aligned values impact on organizational development.	Self Dictaphone Time Staff availability Access to internal organizational documentation N-Vivo	Organization may not have identified clear internal value system and would not acknowledge this part of study.

5.4.2 Approaching the Data Collection Challenge

The research has identified Grounded Theory methodology, which promotes the development of theory through the research itself, allowing ideas and concepts to emerge through the research. In applying the spiral approach (Berg, 2007) the research will continually gather, analyse and review data at the various stages of the study. Allowing the study to develop and hone theoretical ideas and concepts around values, leadership and organizational development. Literature suggests these first steps into the research domain should be conducted with small rather than larger units of data (Goulding, 2002): supporting the study's proposal to carry out the data collection in several phases: allowing analysis and reflection, at each stage of the process. Yet, the research design has not outlined possible numbers of participants for the study, which may be seen as critical error. However, the study has already clarified the research methodology, being Grounded Theory, which does indicate the need to continue with data collection until saturation has been achieved (Goulding, 2002). Indicating the need to keep an open mind on participant numbers required to complete the research. Nevertheless, before making any rash recommendations the study should acknowledge the need to produce manageable and focused data. Furthermore, Berg (2007) indicates research needs to clarify the research population, which is realistic and manageable, whilst maintaining the focus on working around the proposed research question(s). Table, 5.3 provides an outline of the sampling parameters and proposed solutions to meet these initial sampling parameters. The principles behind the sampling are to ensure the sampling activities for the study remain within the research framework and questions.

Table 5.3 Sampling Parameters

Sampling Parameters	Proposed
Setting	Two small to medium size voluntary sector organization.
Actors	Leader and staff representatives
Events	One to one semi structured interviews
Processes	Open discussions, which are recorded and transcribed, review of transcribed interviews and notes

The current study will be carrying out the research within the 'Voluntary and Community Sector'. Therefore, if the study plans to complete field research, within two small voluntary sector organization it would be impractical to complete interviews with all participating representatives during the first phase of data collection. Particularly, when considering the theoretic recommendations for Grounded Theory outlined within literature, which suggests Grounded Theory studies need to continue to build on the sampling aspects of the research as the study develops. The sampling within the study is directed by the theory, Goulding (2002) states the sampling is an on-going process of data collection and analysis which in turn directs the research to further sampling. This will provide the study with an opportunity to examine and develop theory, but will allow casual links to be made within the study, supporting the recommendations of Goulding (2002) when carrying out Grounded Theory research.

Literature suggests Grounded Theory take a theoretical sampling approach, whereby theoretical sampling cannot know in advance what to sample for and where it will lead (Goulding, 2002; Coyle, 1997). Grounded Theory groups are selected when they are needed not prior to the research. Since the research is working within the domain of leadership, a leader, follower sample would be an important element to consider. Furthermore, the study intends to study values alignment; therefore, team members who potentially have an overview of internal values would also be advantageous. In taking this into consideration the study recommends the initial stage involve several formal leaders from within the organizations. Glazer (1992) may argue this is not theoretical sampling but open sampling, which is purposefully selecting people and places. However, the study has indicated the study is planning to research within the VCS, there are 2 organizations who have agreed to participant in the research and in initial discussions individuals have been put forward to interview. In that sense it could be argued this is theoretical sampling since the actors have come out of the participating organizations which have emerged through the research. In analysing the data collected through the initial data collection phase further theoretical sampling will be proposed, which aim to gather further data from relevant representatives and sources within the two organizations participating within the study.

In addition to the theoretical sampling discussed the study will be applying a 'constant comparative' method. This is often associated with statistical data; however,

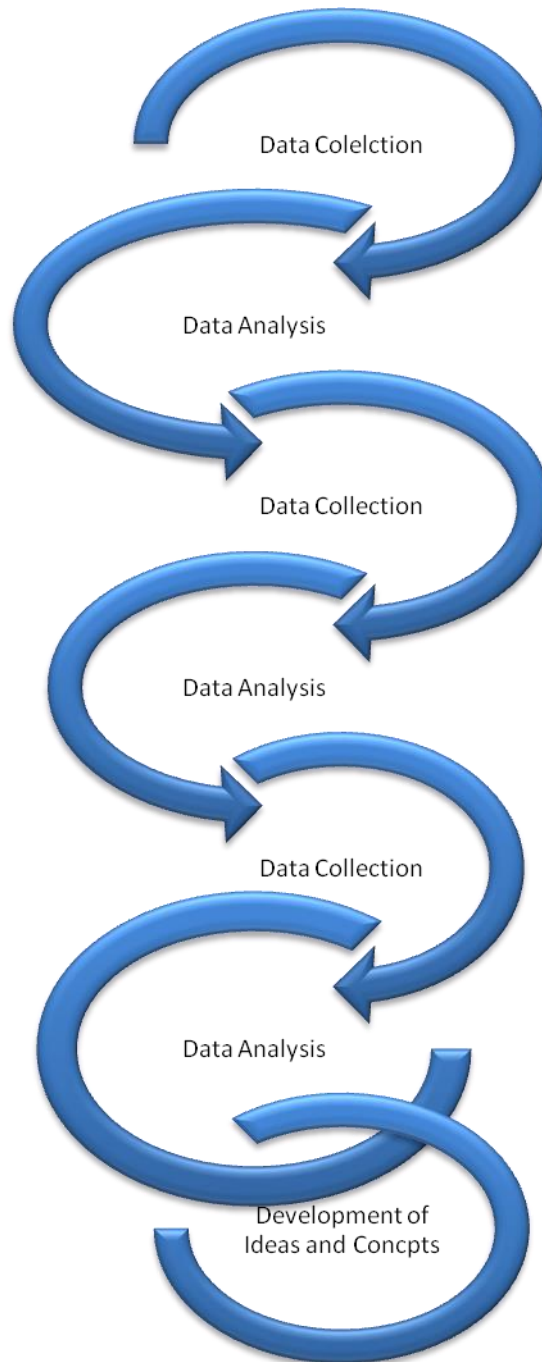
Goulding (2002) indicates this can be used for social units of any size. This allows the research to look for emerging patterns and themes, conceptual ideas can be developed by comparing divers or similar which indicates same conceptual categories. Therefore, in supporting the comparative method the study shall select two local small/medium sized VCS organizations.

In gaining approval and access to the organizations and staff, an introductory letter and flyer (Appendix, I and II) was sent to the head of the organizations, their titles being Chief Executive Officer and Chief Officer. A letter of approval was returned indicating the organizations were happy to participate in the study and an initial meeting was established to discuss the specifics of the research. Initial interviews were carried out within two representatives, in leadership roles within both participating organizations. Two participants were selected after meetings were held with senior managers to ensure staff were aware of the research at this initial phase of data collection. This resulted in two representatives from each organization agreeing to participate in the initial data collection phase and completing the relevant consent forms, (Appendix, III). Literature may interpret this sampling strategy outlined for the initial data collection phase as purposive samples, since the researcher is using special knowledge about the organizations and the structure of staff within the chosen organization (Berg, 2007). However, the study would argue this is theoretic sampling since initially the research has made a decision to engage with the most obvious choice of participants in the first steps of gathering data. In this situation, one leadership role and direct subordinate, who has leadership responsibilities within each organization; who deliver core services within the organizations. The rationale behind this statement can be linked to the area of researching which is focused on values alignment in VCS organizations, particularly the leader and follower elements.

The systematic data analysis will be discussed later on in the chapter, however in moving forward with the research. The study proposed a multi stage data collection model which incorporated the systematic data analyses throughout. Figure 5.2 provides an overview of the process, in completion of each stage, prior to further data collection been carried out analysis took place. This was then followed with a review of questions and identification of further interviewees to participate in the study. The purpose of the interview questioning approach would allow the study to delve deeper

into the values field proposed within the study. Appendix IV; outlines the questions and prompts utilised in the study, the aim of the questions were to support the development of emergent ideas and themes through the experiences of the participants.

Figure 5.2 Data Collection Process



5.4.3 Data Collection Consideration

The study has very much focused on the foundations and implications of the research methodology and methods, which has resulted in several initial recommendations. However, out of these initial recommendations two key aspects have been stated, firstly the research is working within a Grounded Theory methodology. Partington (2002) indicates the theory development approach within Grounded Theory studies often sees a developmental research design approach. The inductive, spiralling approach identified within the study allows the research to propose then revisit the data collection methods since the approaches proposed allows the emerging ideas to feedback into the research development. Partington (2002) refers to this process as theoretical sampling, which he indicates can help enrich the theory, allowing more generalisations and assisting in drawing the study to a conclusion. Positivist advocates may suggest this approach to sampling is far too unstructured and in order to maintain research credibility a clearly structured approach is required. Although, Leonard and McAdam (2001) argue within management research such positivistic research methodologies may incorporate more scientific approaches, whilst using large samples to observe their validity. They suggest such approaches, by enlarge fail to provide deep insights and rich data. Berg (2007) supports this view point in positivist methodologies in stating grounded theorists are unrestricted by statistically significant research and that the data collection strategy can be driven by the emerging theoretical ideas.

However, this does raise some research implications that have been coming to surface throughout the chapter. The philosophical perspective, methodology and methods discuss how the study being carried out has credibility within the research domain. However, depending on the philosophical perspective, methodology and methods being implemented classifies how the study defines such research credibility. Easterby Smith (2002) indicates research validity relates to the measures corresponding closely with reality and how reliability is identified through the studies measures which can be replicated on other occasions. The study would suggest such viewpoints are within the positivists perspective since this is refereeing to measures, which it could be argued relate more to quantitative approach. The current study is working with a Grounded

Theory method and inductive approach, which the research has identified as a more qualitative approach. Nevertheless, the study still has the challenge of ensuring the data collected and analysed has credibility within the field of research. Hussey and Hussey (1997) discuss the importance of assessing the quality of the research taking place especially when working in a social constructivism philosophy, such as Grounded Theory. Lincoln and Guba (1985) and Leninger (1994) suggest two structures of criteria which supports the researcher's confidence in their conclusions when working with inductive approaches. Lincoln and Guba (1985) outlined four research criteria which provide inductive approaches with research definitions that can assist the whole research processes from design, analysis, findings and conclusions, through a wider appreciation of qualitative process:

- Credibility – demonstrates that the research was conducted in such a manner that the subject of enquiry was correctly identified and described. This may be referred to as the internal validity, relating appropriateness of the processes identified and described,
- Transferability – concerned whether the findings can be applied to other situations which is sufficient similar to allow generalisation. This may be referred to as external validity, through the transfer of the finding into other situations that allows generalization,
- Dependability – shows how the research processes are systematic, rigours and well documented. This may be referred to as the research reliability since the process followed is systematic and traceable and
- Confirmability – whereby the study has described the research process fully and it is possible to assess whether the findings flow from the data. This may be referred as the research objectivity as the findings are clearly identified from the data collected.

In attempting to maintain academic credibility for the current study a multi stage systematic data collection and analysis approach has been recommended, the initial phase of data collection and analyse will provide some early data through one to one interview method in order to collect some developing ideas around values and values alignment. The Grounded Theory methodology allows the study to revisit the

questions in reflection of the data collected and analysed at each phase of the data collection. This may provide additional ideas to build into the study and identify possible informants who have not been considered during the first design stage. Furthermore, additional theoretical thoughts and ideas could emerge from the initial activities, which again can influence the research methods required to collect appropriate data around those theoretical thoughts.

The study planned to carry out research within the VCS, organizations within this sector are established charitable organizations with paid employees. Grounded Theory allows the research to maximise selected similarities and minimise selected differences. Literature has indicated this allows the study to collect similar instances of data which could support the existence of categories and its theoretical properties (Partington, 2002, Leonard and McAdam, 2001 and Gill and Johnson 1997). Allowing the research to work with different organizational units or sub-units, for example it could be the initial phase is carried out in a small, medium enterprise (SME) sized charitable organization. As the study develops research may be carried out in other similar size voluntary sector organizations even if their charitable objectives are quite different. The study would state this is maximising selected similarities and minimising selected differences.

The next challenge is to ensure the analysis of the data collected through the one to one interviews allows theoretical development opportunities, whilst recognising the questions put forward. Literature has suggested that such research questions restrict the development of research within the grounded methodology, since it potentially suggests premature closure on the issues being investigated (Goulding, 2002). Nevertheless, Goulding (2002) goes on to state there is a need for research questions and aims, but it needs to be recognised that they are theory developing not theory testing. Since, the current study is utilising Grounded Theory which recognises the development aspect of the study and therefore, anticipates developments around the questions.

5.5 Systematic Data Analysis

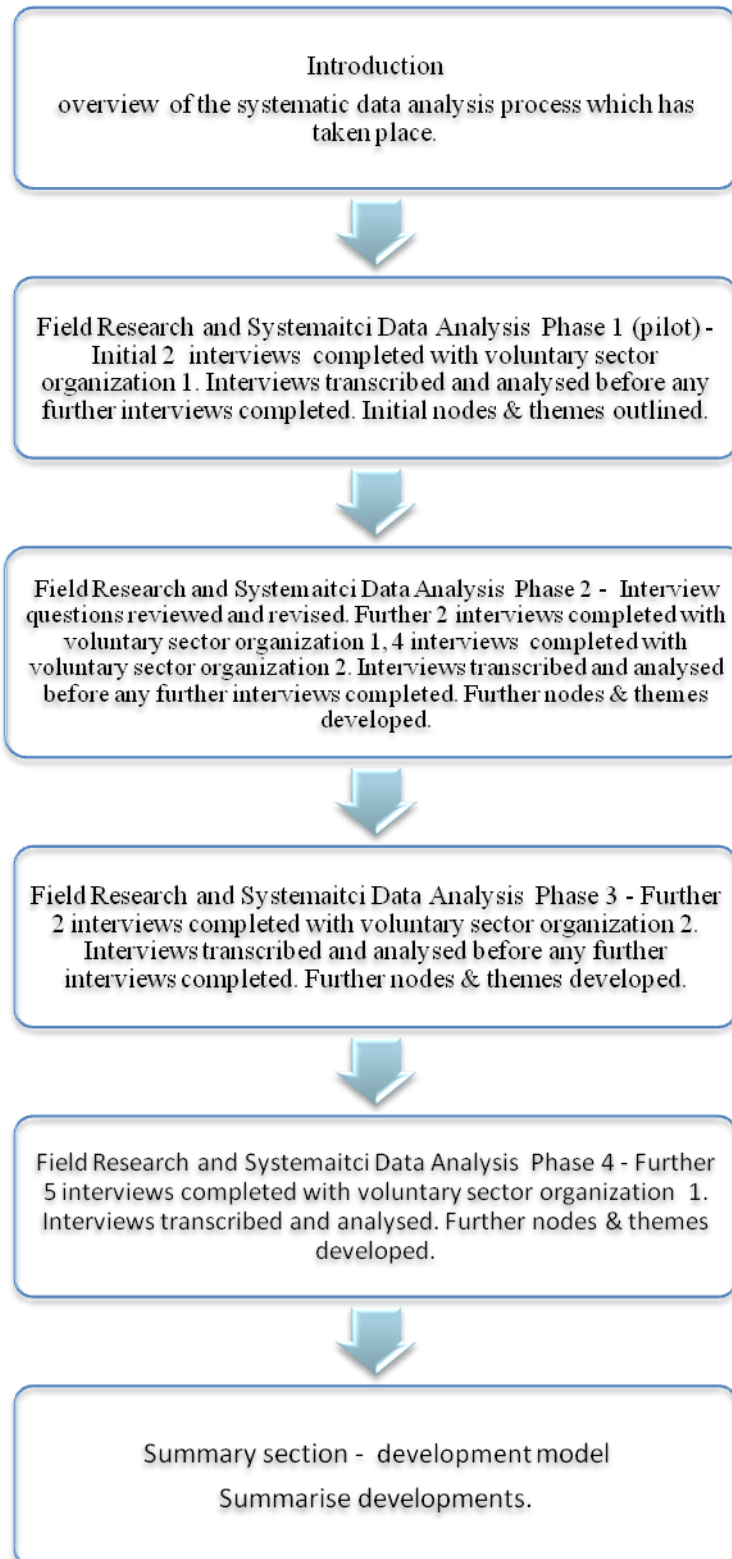
However, the next challenge the research faces is clarifying the data analysis process. Miles and Huberman (1984) indicate a general challenge of qualitative data is drawing meaning which is credible within the social research world. The study has identified the research criteria, which assists the process of collecting and presenting the rich and descriptive data collected through qualitative research. Nevertheless, Fielding and Lee (1991) indicate one key process, which is critical in presenting any findings within social research domain, is the data analysis process.

The study would argue the spiral approach (Berg, 2007) discussed within the methodology chapter is very much a systematic approach to analysing data and developing theory. This process allows the study to return to the theory element at each stage of the process, supporting the concept of theory development. Following the recommendations outlined by Berg (2007) who suggested the spiral approach for studies utilising a Grounded Theory methodology. The research has implemented a systematic data analysis process outlined in Figure 5.3. This systematic data analysis processes allows the research to gather ideas, re-examining theoretical assumption and refine such theoretical assumptions. It may be noted the current discussion falls within Chapter 5.3, Research Method Considerations.

Nevertheless, the way in which this process is implemented will impact on the manner in which the study can develop convincing arguments and explanations for its findings (Mason, 1996). In supporting the process the research employed qualitative software tool N-Vivo, which can provide the study with an analysis tool which, complements Grounded Theory methodology. Whilst being able to effectively manage, access and analyse qualitative data and to keep a perspective on the data, without losing its richness (Bazeley and Richards, 2000). Furthermore, the N-Vivo software package has its roots based around the ‘in vivo coding’ from Grounded Theory, indicating the analytic software tool should add value to the grounded research the study has implemented. The study would state the utilisation of this analysis tool, puts the study within the realms of Strauss’s Grounded Theory approach which is based around highly complex and systematic coding techniques (Strauss and Corbin, 1990).

Reaffirming the notes stated within the methodology section, the current research is following the developments of Strauss' school of thought around Grounded Theory.

Figure 5.3 Systematic Data Analysis



The study followed the recommendation proposed by Bazeley (2007), which proposes a 'nodes' approach, which she indicates are the containers for coding within the research. Nodes are outlined for each topic and concept, however, the advantage of 'nodes' is they are not static and can be added as data is collected to ensure development of hunches or phrases which appear from documents and data. N-Vivo supports this process through modelling, which is referred to as 'Model Explorer'. The model explorer allows the research to develop and construct models through the topics and concepts emerging from the research. As with 'nodes' the modelling process is not static and models and constructs develop as the research progresses, but ensures the process is systematic and track able to support the credibility of the research.

The process being implemented within the N-Vivo analytical package may be referred to in literature as open coding (Goulding, 2002). This allows some initial labels which can be utilised to collate similar units of data, whilst allowing preliminary focus and structure to start the study off. Even so, this will allow further development and meanings to the research area from the initial participants involved in the study

There is a potential conflict of interest at this stage of the research relating to codes and coding, the study has identified the development research approach of Grounded Theory. Grounded Theory principles do focus on the developmental aspects coming from the research, although, the study has acknowledge this during the design stage. Miles and Huberman (1984) indicate codes and coding need to be initially outlined prior to any analysis taking place; they indicate that coding drives the on-going data collection, rather than just getting the data ready for analysis. In fact, they indicate it is a form of continued analysis, which can be developed throughout the research. Nevertheless, to pre-empt the potential data from the first phase of the study, with codes completely contradicts the research philosophical perspective and methods being applied within the research. Rubin and Rubin (2005) indicate that prior to the codes, which in a Grounded Theory method needs to develop from the data. The study needs to be guided through the themes and concepts initially found in literature, which provide suggestions for themes and concept to code. The study has outlined the 'node' approach recommended by Bazeley (2007), which allows the development of concepts and ideas from the data collected. In further supporting this approach, Berg (2007)

does indicate that getting too tied up in the themes and concepts outlined in literature can result in the missing of those development themes and concepts that emerge from the interviews. This is therefore, something the study needs to acknowledge and ensure processes are implemented, which acknowledge the recommendations and practices outlined.

The research has outlined some established theories during the literature review and research design. Nonetheless, the study has acknowledge both the inductive and spiral approach which recommends reviews and continued development of various aspects of the research from design onto data collection from ideas to theory. Nonetheless, the importance of codes and coding has been highlighted within the data analysis section, themes and concepts in supporting the codes and coding have been touch upon. However, the next challenge of the process is how to identify various themes, categories and concepts from the data collected.

The use of open coding through N-Vivo, allows the data to be developed through the actual terms used by the participants. Open-coding is a process of breaking down the data into distinct units of meaning, this may be words or phrases which reflect the informants account to the experience under investigation. Miles and Huberman (1984) indicate this is associated with early concept development which consists of linking the chunks or pieces of data as belonging to, or representing or being an example of some general phenomenon. Literature suggests this assists in the development of themes and issues and where data collection should be focused in the latter parts of the study (Goulding, 2002). Therefore, the initial 'nodes' shall be reviewed to re-examine the relevance or recognition of these initial 'nodes' within the data collected making reference to the recommendations through the literature review activities. Bazeley and Richards (2000) may identify this approach as 'broad-brush coding' which allows the study to refine and develop the data as further materials are produced.

In utilising the N-Vivo qualitative software analysis package the study will be able to build on the categories and themes identified through the field research. Goulding (2002) indicated this arrangement into hierarchal form, which allows the emergence of sub-categories, is more in line with the Strauss's systematic coding technique, rather than the interpretive contextual Grounded Theory. Easterby-Smith, et al. (2002)

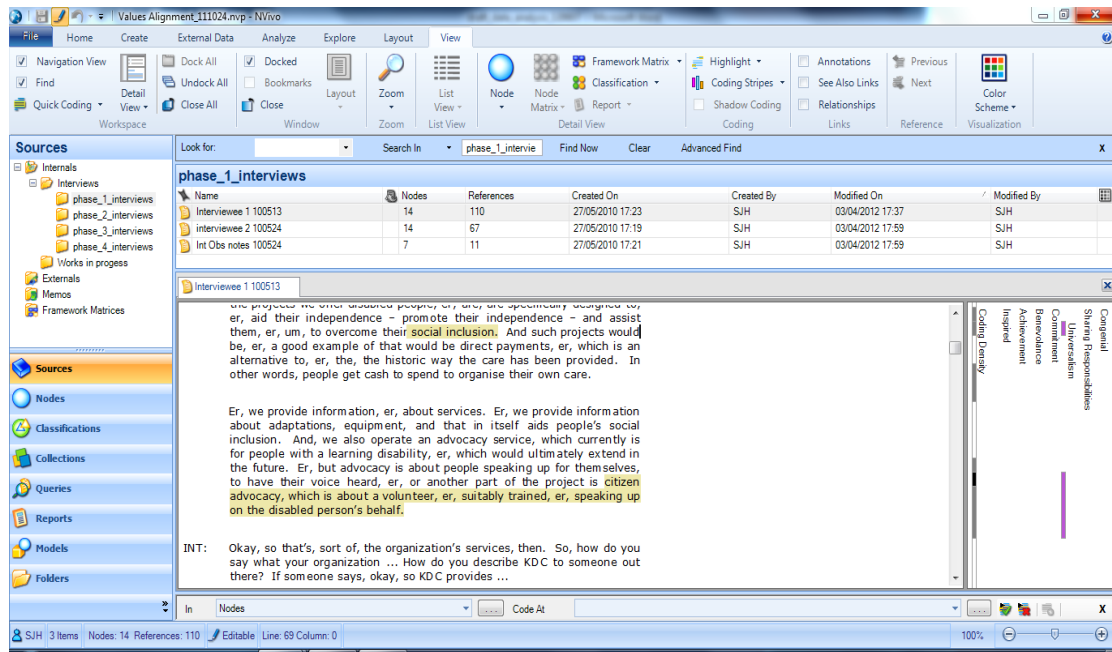
discusses ‘axial coding’ which they indicate is a coding practice at the heart of Grounded Theory, whereby sampling is focused on people, places and situations that allow the identification of dimensions and categories, as well as how the categories are related to each other. N-Vivo will allow the study to build on the initial codes identified during the field research and construct development models around the research theory within the study.

5.5.1 Systematic Analysis Phase 1

It should be noted the following sections are not intended to present and discuss any of the research findings. This will be done within the Emerging Ideas and Findings chapters; the following section intends to provide a full overview of the systematic data analysis process the research implemented. As outlined in Systematic Data Analysis Figure 5.3, the first phase of the analysis took place after the initial interviews, memos and notes were transcribed and reviewed. During the systematic analysis Phase 1, it was imperative the research outlined a way forward which ensures the research and findings have credibility and dependability as outlined by Lincoln and Guba (1985); not only for this phase but for all the future phases of data analysis. Therefore, once transcribed the data was loaded onto N-Vivo software analysis package to ensure the data could be systematically analysed and reviewed as discussed previously. Figure 5.4 provides an example of a transcribed interview which had been up loaded onto N-Vivo software analysis tool. The transcribed interviews provide the main body of the figure with the identified nodes from the text analysis highlighted within the text and identified node can be found on the right of the screen running parallel with the transcribed text down the right side of the screen.

Initial analysis involved ‘fine grain themes’, which is very much focused on looking for specific words/themes through line by line analysis. Bazeley (2007) refers to this as splitters approach which is attempting to maximize differences between passages. However, as the research develops this builds into overarching themes, which link the initial themes into broader categories. Bazeley (2007) makes references to this approach as lumpers or broad brush coding, viewing the developments as changeable. What is important to note, is both approaches to data analysis are practical and useable, but they can also be used in conjunction with one another (Bazeley, 2007).

Figure 5.4 Phase 1 Coding Interviews on N-Vivo 9.0



In following the analysis process of identifying themes/concepts from the transcribed interviews the research was able to start developing some initial nodes from each data sources. Table 5.4, Node Descriptions has been exported from the N-Vivo analysis tool, the table provides an overview of nodes/themes developed from the initial analysis of interviewee 1. Once a particular theme had been identified through the data analysis the N-Vivo package allowed the research to code the theme with a node name, which allowed a further description of the theme identified, along with a nickname. Once this was done the research could then easily link and identify such themes with other data sources and ensure credibility in any findings proposed at a later stages of the research.

Once one data source had been fully analysed the nodes/themes for that data source could be extracted graphically. Providing the research with a visual overview of the main themes identified for that data sources. Graph 5.1 provides a graphical example of the percentage of the nodes and themes coverage within a data source. This process provides the research with rich clear data, enabling the study to develop sound concepts and ideas which can be substantiated with the data presented through the N-Vivo analysis tool. Furthermore, the process can be used to cluster data to allow closer

analysis and further extrapolation of information around particular themes found within the study.

The process outlined above was replicated with the other transcribed interview data and memos during Phase 1 of analysis. Enabling the research to systematically develop data and information gathered through the research. Ensuring credibility in any future findings and recommendation the research proposes, since the study can provide an audit trail of data and how ideas/theories have been developed back to the data source.

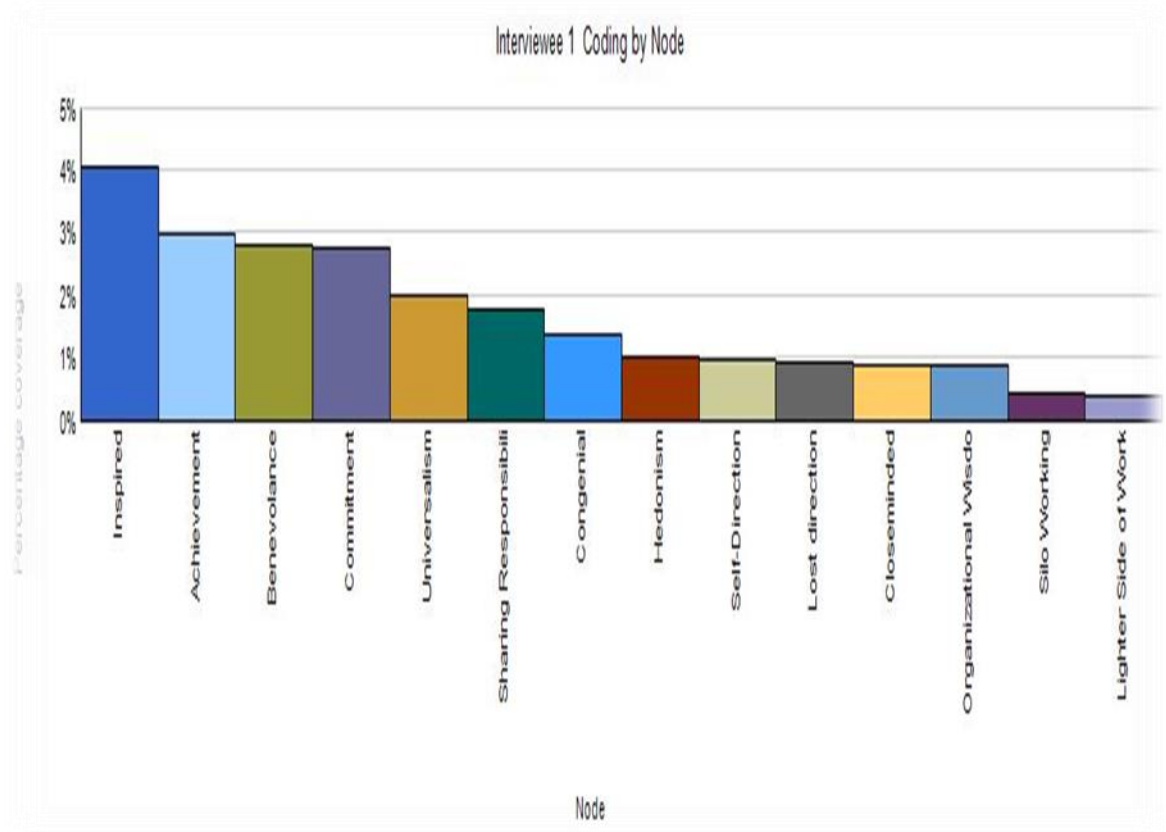
Table 5.4 Node Descriptions

Name	Description	Nickname
Achievement	Working towards and achieving outlined goals,	Fulfilment
Person Centred	Keeping the individual at the heart of what is done and how decisions are made.	Benevolence
Close-minded	Not acknowledging need to learn and develop to improve services and respond to needs.	Static
Pleasing others	Wanting to please everyone all the time.	Congenial
Hedonism	Taking action to satisfy own needs	Self-Indulgence
Inspired	Buying into a future purpose which has a wider community benefit.	Commonwealth
Knowledge	Incorporates experience and ability to understand wider situation and able to act appropriately	Agility
Lost direction	Inhibiting effective engagement of staff	Drift
Self-Direction	Ability to take positive action for self	Independence
Silo Working	Closed team communication channels between differing groups within organization	Closed Channels
Sharing Responsibilities	Working across defined team/group work boundaries, sharing responsibilities and not blaming errors.	Collectiveness
Stimulation	Being able to relax and share positive experience work related or not with colleagues.	Fun
Tradition	Committing to organizations and following commitment with positive action.	Employee Engagement
Community	Working with and for individual representatives to encouraging involvement by all to increase opportunities for all.	Universalism

Table 5.5; Source Summary, once again the table was exported from the N-Vivo, the table shows the details for each of the sources transcribed during Phase 1. During each

stage of the analysis a source summary table can be developed to incorporate each source outlining several important details for that source's contribution to the wider research taking place. These being total words found within source, total paragraphs in source, number of nodes identified, percentage of source coded and number of text reference found in source. Such information can be useful when examining data from several sources particularly during the reflective stage of the data analysis.

Graph 5.1 Data Source Nodes



The research at this stage had developed some initial ideas and themes, which have emerged from the study. Initially, such ideas and themes have been categorised into nodes and in some cases tree nodes. Bazeley (2007) indicated sketching ideas about the project at various stages is a particular way of journaling what concept and ideas have developed during the development of the study.

4 nodes, which have been identified within the transcribed interviews, casual links between the nodes have been identified, at this stage no theoretical concepts are being proposed this is more the process of how the themes and ideas emerge from the study. This intends to support the development of the research from the research itself, supporting the recommendation outlined by Goulding (2002) when carrying out Grounded Theory research. As identified earlier; this chapter intends to provide and insight into the systematic analysis not propose any findings, which will be done in the following chapter.

5.5.2 Continued Systematic Analysis

The process completed during systematic analysis Phase 1 not only had an influence on the future phases of analysis, but also the development of the data collected. The study has already discussed and described the spiral approach (Berg, 2007), the influence of such an approach on the following phases of analysis is further linked to the development of interview questions following the initial analysis of Phase 1. This has been discussed in detail within the methodology, methods and design stage; however, acknowledging the impact of analysis on developing the research is a point not to be lost.

The critical aspect of Phase 2 of the analysis is the development of the nodes and themes is not static, as discussed previously. The research begins to build on the initial ideas and themes outlined during Phase 1. In following the recommendations of the design stage the research completed further interviews, which were transcribed and as in Phase 1 loaded onto the N-Vivo software package. However, during this phase the research is not starting with a clean sheet, the nodes/themes from the first phase can be developed and added to. An important point to be noted here, nodes/themes develop, as ideas develop. Some initial nodes may be renamed as thoughts and ideas develop, descriptions can be added too, with nicknames added and changed. Furthermore, new nodes can be added to the list as new ideas and themes emerge from the research. The following Tables 5.6, 5.7 and 5.8 provides an outline of the development during the data analysis Phase 2 of nodes which have been identified during the analysis of Interviewee 3.

Table, 5.6 Interview 3 Unchanged Nodes; provides an overview of nodes/themes which have been identified during the first phase of data analysis and have been identified during interviewee 3, Phase 2 of data analysis. This enables the research to begin to develop some broader ideas around the themes; however during this phase of data analysis no modelling/exploring has been implemented as described earlier within the data analysis section. The research is still at the early stages of development and further analysis of interviews would need to be done before this part of the analysis process would take place. However, it does allow the research to review and develop some thoughts and ideas which are emerging from the study. Table, 5.7 Developed Nodes, provides an overview of some thoughts and ideas around nodes/themes identified during Phase 1 of the data analysis, but have been developed with changes to names, nicknames or further descriptions added. Such development are not uncommon and fit neatly into the Grounded Theory methodology with ideas emerging from the research as the study moves along, particularly with the insight of further interviews and ideas developing.

Table 5.6 Interviewee 3 Unchanged Nodes

Data Source	Node Name	Description	Nickname
Interviewee 3	Achievement	Working towards and achieving outlined goals,	Fulfilment
Interviewee 3	Benevolence	Keeping the individual at the heart of what is done and how decisions are made.	Person Centred
Interviewee 3	Close-minded	Not acknowledging need to learn and develop to improve services and respond to needs.	Static
Interviewee 3	Hedonism	Taking action to satisfy own needs	Self-Indulgence
Interviewee 3	Inspired	Buying into a future purpose which has a wider community benefit.	Commonwealth
Interviewee 3	Self-Direction	Ability to take positive action for self	Independence
Interviewee 3	Sharing Responsibilities	Working across defined team/group work boundaries, sharing responsibilities and not blaming errors.	Collectiveness
Interviewee 3	Community	Working with and for individual representatives to encouraging involvement by all to increase opportunities for all.	Universalism

Table 5.7 Interviewee 3 Developed Nodes

Data Source	Node Name	Description	Nickname
Interviewee 3	Commitment	Committing to organizations and following commitment with positive action.	Employee Engagement
Interviewee 3	Congenial	Wanting to please everyone all the time.	Pleasing others
Interviewee 3	Lighter Side of Work	Being able to relax and share positive experience work related or not with colleagues.	Fun

Table 5.8 New Nodes; provides details of some new nodes/themes which have emerged through the systematic analysis of the transcribed interview of interviewee 3. Once such nodes/themes have been identified as with the first phase of analysis such nodes/themes can be reviewed and recalled upon when analysing future interviews completed during the study. This may include the review of earlier analysis data source utilising the new codes. Any emerging ideas provide further support for the studies ability to systematically develop concepts and theory when presenting the research findings later on the study.

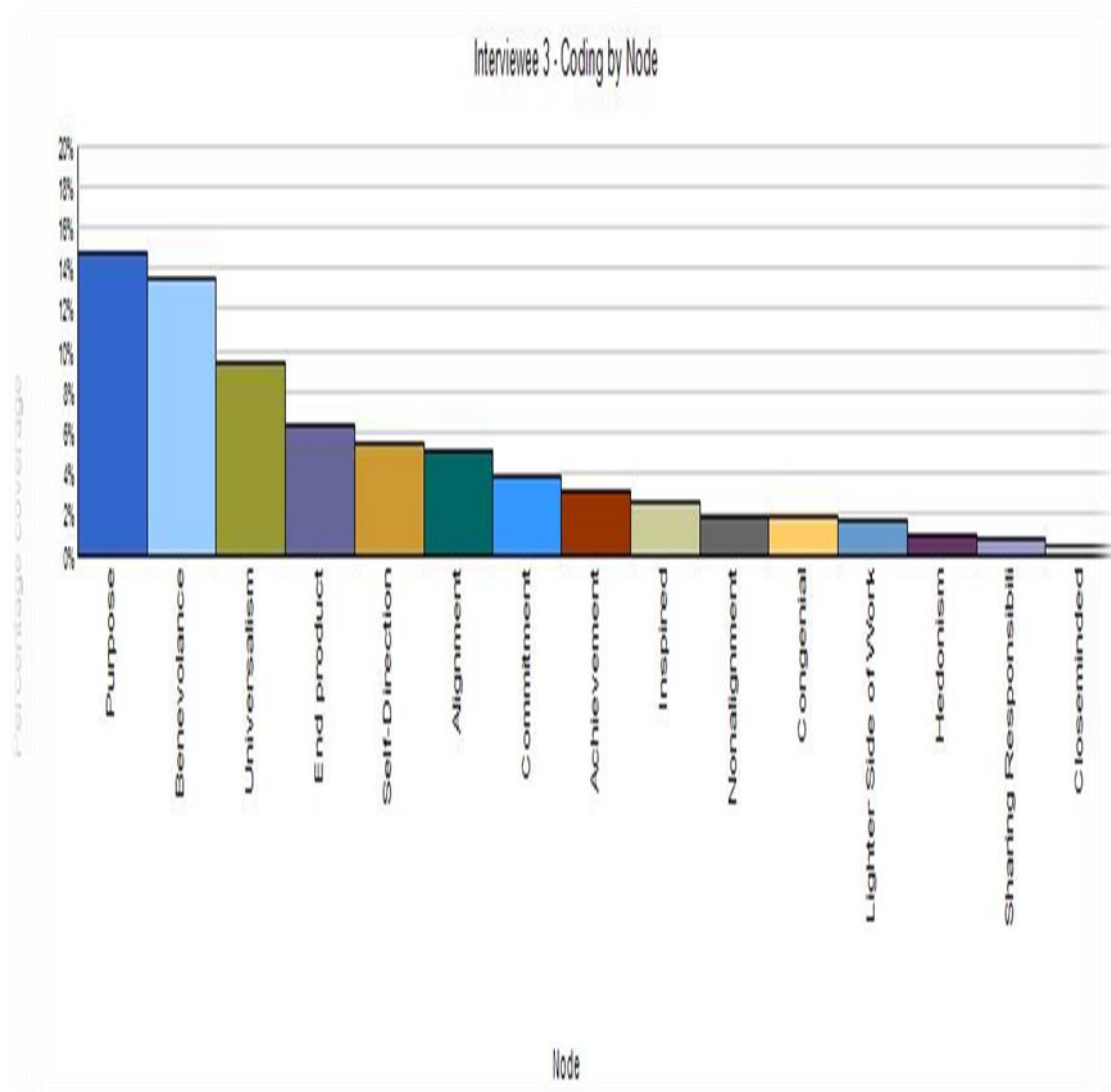
Table 5.8 Interviewee 3 New Nodes

Data Source	Node Name	Description	Nickname
Interviewee 3	Compact	A compact of shared values and goals.	Alignment
Interviewee 3	End product	What is seen by others through actions and manner in which actions are carried out.	Harvest
Interviewee 3	Nonalignment	Opposing/differing goals within workplace.	Friction
Interviewee 3	Purpose	Driving force behind what organization is established for.	Driving forces

Similarly to Phase 1 once a data source has been fully analysis the study is able to provide an overview of the nodes/themes identified during that analysis phase for each data sources. Graph 5.2, provides a further graphical example of the nodes percentages for interviewee 3, as done previously in Phase 1. In developing the study further such information is vital in providing an overview of nodes/themes emerging from the

research particularly as the study moves through the various stages of data analysis as outlined in Process 5.1, Systematic Data Analysis.

Graph 5.2 Data Source Nodes



In completing Phase 2 of the data analysis the study is able to provide a source summary Table 5.9, Source Summary, detailing the data sources analysis details such as nodes codes, percentage of source codes, number of text references. Once again the basis of such details is to provide credibility and systematic analysis for the research. Along with internal audit once the research gets to the stage of presenting findings.

Table 5.9 Source Summary Phase 2

Total Words in Source	Total Paragraphs in Source	Number of Nodes Coding Source	Coded Percentage of Source	Number of Text References	
Document					
Internals\\Interviews\\Phase 2\\Interviewee 3					
4766	215	15	0.3906	73	
Internals\\Interviews\\Phase 2\\interviewee 4					
9134	406	20	0.3765	150	
Internals\\Interviews\\Phase 2\\Interviewee 5					
9012	206	18	0.3686	121	
Internals\\Interviews\\Phase 2\\interviewee 6					
2592	88	9	0.4277	39	
Internals\\Interviews\\Phase 2\\interviewee 7					
5124	252	12	0.3310	76	
Internals\\Interviews\\Phase 2\\interview 8					
3040	180	13	0.3910	46	0

This whole process was completed at each stage of the data analysis, rather than repeat the description of these processes it can be stated during Phase 3 and 4 outlined in Systematic Data Analysis Figure 5.3, followed the same systematic data analysis approach. The basis of the current section was very much focused on the process and the components involved to ensure the study is able to show the systematic approach.

5.5.3 Systematically Connecting the Data

In the latter parts of the data analysis as outlined in Process 1, the research has gathered a considerable amount of data. This rich data in itself provides the study with ample opportunity to discuss and build further concepts and ideas. Nevertheless, one of the challenges within qualitative research, which the study has already pertained to, is the amount of data being presented may seem vast and unclear. Since the research is

not solely dealing with numbers, which are often much easier to explain and discuss (Miles and Huberman, 1984). Furthermore, as the research has developed the amount and quantity of data, there may be themes and ideas which appear connect or linked in some manner. Therefore, in supporting the studies ability to develop concepts and ideas through the ‘*modelling*’ process available within N-Vivo. Literature may suggest this process in an analytic sense can be associated with *axil*-coding. Whereby, the study is able to move to a higher level of abstraction and is achieved by specifying relationships and delineating a core category or construct around other concepts. N-Vivo would refer to this coding process and *tree nodes* which support the development of further themes and concepts. Bazeley (2007) discusses how *tree nodes* provide a structured hierarchy to catalogue data sets, and nodes. Thereby, enabling the research to explore connections between concepts, whilst providing the research with theoretical links. In a practical process this was achieved through the utilisation of the *modelling* tool within the N-Vivo software package, which was touched upon earlier.

However, as more data and information is gathered the research was able to move forwards with some of the emerging concepts with credibility since it had followed the systematic analysis process outlined above. This in turn supported the research during the later parts of the data analysis, in preparing to present the findings proposed by the research. The discussion outlined within the section has not been about the data presentation, but more about the process the research has followed. At this stage no attempt has been made to rationalise why any concepts have been presented and what each node may mean in a concept idea sense. What the chapter has attempted to achieve is to show the process followed and provide an insight into the tools which were available during the data analysis. Providing an insight into how the field research had been implemented and practical application of the tools whilst linking these approaches and techniques to academic theory in analysing data. The following chapter will endeavour to present the ideas and concepts which have emerged from the study through the systematic data analysis process discussed above.

6.0 Emerging Concepts and Ideas

The overall purpose of outlining the following analysis process was to ensure any concepts, ideas and findings proposed within this chapter meet the expectations outlined in Chapter 5.4.3., Data Collection Consideration, which identified the need for the research to have credibility, transferability, confirmability and dependability. In order to be able present the research finding with confidence within the academic field of business management. In following the framework outlined in the research design and the process within the systematic data analysis (Lincoln and Guba, 1985). The Emerging Concepts and Ideas Chapter 6.0, aims to build the theoretical concepts, ensuring this is in line with how the field research was planned and implemented. Goulding (2002) indicates the original concept of carrying out research using Grounded Theory is to illustrate the process of how theories are developed. In order to meet this challenge the following sections shall present the main concepts and ideas from the each of the four phases of the research. Where appropriate the data will be presented, which will be illustrated by indicative quotations from specific interviews, references to specific tables and graphs produced through the N-Vivo analysis tool. The underlying rationale behind this is to draw upon examples from the research to support and build the discussion points throughout this chapter. The study has already highlighted that no pre-coding exercises had been done prior to the field research, with the study aspiring to develop codes and concepts through the research itself. Nevertheless, the research needs to acknowledge the prior literature review and theories which have been reviewed as part of the initial research scoping and development. This will then provide the study with the opportunity to pull together all the elements in a findings summary section to present some thoughts, ideas, concepts and theory in preparation for the later discussion chapter.

Considerably more themes have been identified within the research than presented during each phases of the research. Nevertheless, there has been a conscious decision to not present all of the data produced, the research has attempted to present the most relevant data for each phase of the research. This is not to say when pulling together the various ideas and concept when summarising some of the theoretical aspects in the latter part of the findings section. The collective presentation of ideas which may be

threaded throughout the data, will be introduced to add clarity and understanding of how such ideas and concepts have been developed.

6.1 Phase 1 Emerging Ideas

The first stage of the field research aimed at probing the interviewees with no direct questions around values. General discussions were had with the interviewees around the organization, leadership and teams, which produced several emerging themes.

Details of prompting questions can be found in Appendix IV. In keeping in line with how the study is presenting the emerging concepts and ideas. Whilst providing an appreciation of the development of the concepts and ideas as they emerged through the research. The study will present these initial themes as they emerged. The latter part of the chapter will bring together the collective aspects which developed through the systematic analysis. During these earlier stages no formal theories have been proposed, the chapter intends to provide an insight into how the research was developed. Alongside this, the study intends to investigate some of the emerging concepts in the following phases of the research.

6.1.1 Person Centred

Organizationally, the research would suggest organization 1 is very much a *person centred* organization in the manner it carries out its work and how it works with the staff within the organization. In fact, this phase is actually used by interviewee 1 at an early stage of the interview, when asked how they see the organization;

“it’s an organization which hopefully is as person-centred as we can possibly get. A bit jargonistic there, but I think the term actually, um, um, explains exactly ... It does what it says on the tin. Rather than saying to people, we know what you want, so this is what you’re gonna get, what we do is we see the person at the centre of those decisions.” (Interviewee 1)

This provided the research with an initial node of *Person Centred*, which for the purpose of the research was categorised as follows;

Table 6.1 Person Centred Theme Description

Name	Description	Nickname
Person Centred	Keeping the individual at the heart of what is done and how decisions are made.	Benevolence

The node name was given as Person Centred, with the focus of the approach being towards others rather than internal focus. In values terms Schwartz (1994) may interpret any such stated goal as a clear organizational value. Particularly, when acknowledging Schwartz's definition of values, which he states as;

“Desirable trans-situational goal, varying in importance that serves as a guiding principle in the life of a person or social entity.” (Schwartz, 1994, p??)

This values theme appeared as one of the dominate themes which emerged through the first phase of interviews. In the following paragraphs within interviewee 1 the theme *Person Centred* continued to emerge through the discussions.

“So, we're, we, as an organization, we'll always seek to be as person-centred as we possibly can” (Interviewee 1)

However, as the discussion developed this Person Centred element became a key part of the service the organization provides. With the interviewee 1 refereeing to the service a disabled person may receive through the services the organization provides.

“But the whole ethos of our organization is about the person, and it's about putting the person – the disabled person – at the centre of the services we provide” (Interviewee 1)

The study has identified *Person Centred* concept as a potential organization value, through Schwartz's (1994) broad definition of values. This would be further supported when acknowledging Rokeach (1971) 18 Instrumental values, one of which is stated as being *helpful*. The study would be suggest in providing bespoke service to disabled people this is an instrumental value which is important to this organization. However, it may be argued any service provided by an organization for any individual may be stated as being helpful towards others. In doing so that organization has such values at the heart of what it does. Nevertheless, what is emerging from the earlier phases of the study is not just the concept of providing a service, but the manner in which that service is delivered, both to the individual and with the staff who work in the organization.

The emergent theme of *Person Centred* continued during this phase of the research within interviewee 2. However, unlike the first interviewee the actual phrase *Person Centred* is not quoted, but it would appear the link to the node description of *keeping the individual at the heart of what is done and how decisions are made*, can be seen in the narratives.

“provides support services to individuals within a local borough who have a disability. The organisation also provided support services for practitioners and professionals who worked with these particular individuals who may have a series of disabilities.” (Interviewee 2)

References are clearly made to *individuals* particularly in the services delivered. Support is another concept which fits in with the study’s description of person centred. Furthermore, what can be seen in latter parts of the discussion is that it is not just how they are delivered, but ensuring positive engagement with the service users with interviewee 2 clearly stating they listen carefully to the service users.

“the organisation had a very clear understanding of the needs of the individuals it served because it listened carefully to those service users. But the organisation was also strong with regards to how it represented individuals within those communities.” (Interviewee 2)

However, as the interview developed the concept of Person Centred was not restricted to the service users. Acknowledgement of the Person Centred approach with staff began to emerge.

“work/life balance has been extremely good since working for the organisation, I have found found the benefits and perks extremely positive, in fact I’ve got a great work/life balance.” (Interviewee 2)

Interpretation of such a statement may suggest an organization which does keep its staff at the forefront of its decision making. Lyon et al. (2006) may interpret Person Centred values as ‘*work values*’ which they indicate are general beliefs about the desirability of certain attributes of work. The data would suggest the organization takes the person centre approach to promote positive behaviours and goals, in order to pertain good working relationships between staff and managers. Work life balance continued to emerge from the discussion, but also that the organization did support it staff.

“the organisation is innovative, we are professional most of the time, and it was managed and supportive of the staff.” (Interviewee, 2)

The study would state in this instance the *Person Centred* values have had a positive impact on how these individuals interpret the relationships between the management and staff within the organization. One of the earliest values papers Allport and Vernon (1931) discussed the social value which was focused very much on others rather than self. In this instance, it is quite clear a *Person Centred* values in the context of others is very much within the realms of a social value as discussed by Allport and Vernon (1931).

This concept of *Person Centred* would appear to be quite critical for this organization in various ways. Firstly, the concept is engaging staff, supporting and involving everyone in the decision making. At this early stage of the research this development point needs to be highlighted and reviewed at each stage of the research process going forward. Secondly, in delivering a service to its customers who they see as being at the centre of what they do and what they are about. The study would state this is a very immediate idea and concept which has emerged from these initial interviews.

However, in moving forward this would not be a static theme, it would develop as the research develops. Therefore, the study needs to ensure this is systematically reviewed at each stage and the research process.

6.1.2 Community

The development of this particular initial concept of *Community* emerged through discussion around how the interviewees would describe the organization. Figure 6.1 Word Tree Map shows the word frequency of words used in the interviews during Phase 1 of the field research. The words which are shown in the bigger boxes are those words with the highest frequency use. This provides an initial insight into the some of the key words the interviewees discussed and enabled the research to develop some initial thoughts around potential themes. *Community* was identified as one of the key words which emerged at this stage of the research. In this instance, the word tree was followed up with a more in-depth analysis of the documents, which allowed further interpretation and relationships between the data.

Figure 6.1 Phase 1 Interviews Word Tree Map

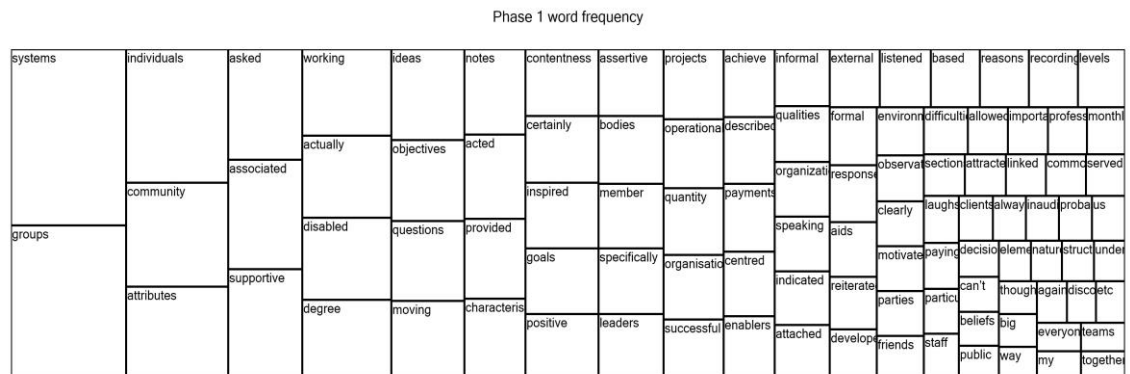
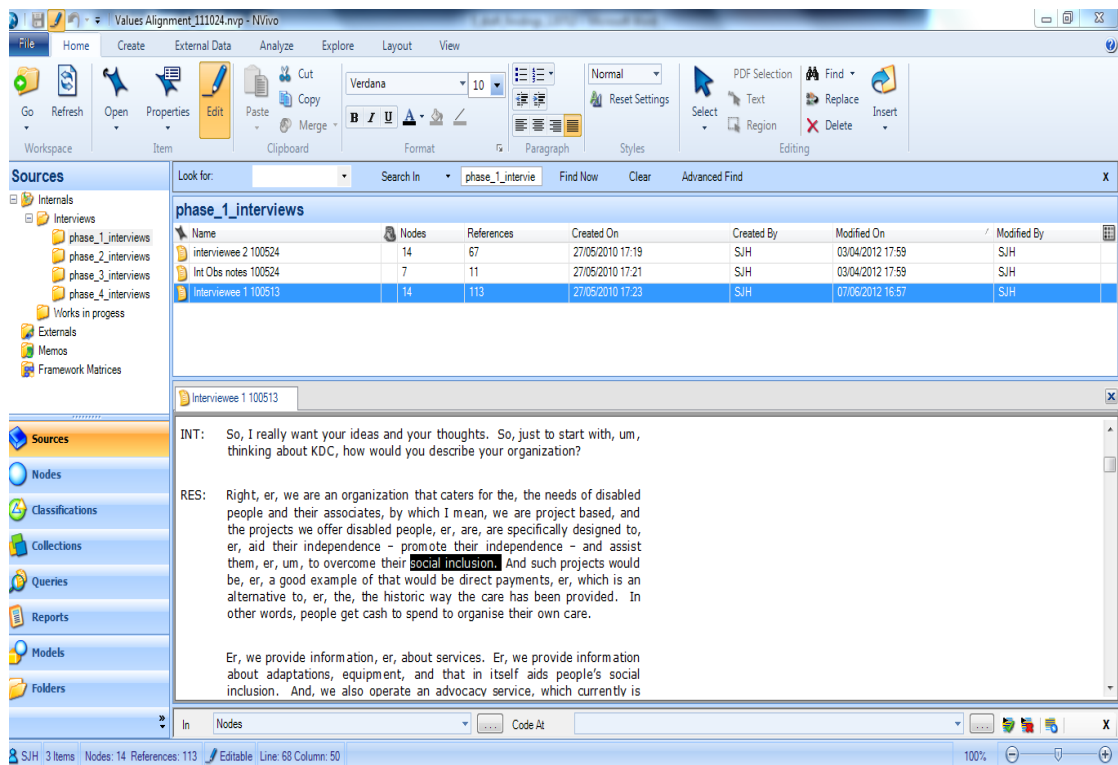


Figure 6.2 provides a picture shot of the next stage of the key words analysis within the transcribed interviews, as they would have been identified within the text and how such key words could be linked.

Figure 6.2 Systematic Data Analysis Process



Several key words began to emerge through the transcribed interviews, which included the following;

- Social Inclusion.
- Advocacy.
- Citizen.
- Volunteer.
- Support.
- Altruistic.
- Serving.
- Duty to Support.
- Public.
- Positive Contribution.
- Community.
- Made a Difference.
- Promote Independence.
- Cared.

In completing a review of the key words identified within the interviews the following description and category for the node was developed.

Table 6.2 Community Theme Description

Name	Description	Nickname
Community	Working with and for individual representatives to encourage involvement by all to increase opportunities for all	Universalism

The study would suggest this should not be seen as a surprise in this instance, the particular organization is one which has been established to provide services to local communities. Earlier, literature identified the VCS as one which often takes up unpopular causes and deliver bespoke services to local communities (Courtney, 1994) Nevertheless, the important point to remember here is this has emerged from the interviewees who have been asked to describe the organization, not some promotional literature or governing document. For example; when interviewee 1 was asked to describe the organization they stated the following.

“we are an organization that caters for the, the needs of disabled people and their associates, by which I mean, we are project based, and the projects we offer disabled people, er, are, are specifically designed to, er, aid their independence – promote their independence – and assist them, er, um, to overcome their social inclusion.”

(Interviewee 1)

The interviewee is clearly identifying the need to cater for disabled people, indicating a need to work with others. The organization aims to promote and aid their client’s independence to ensure they can become more socially included. As previously highlighted, the transitional goal to support and promote may be interpreted as an organizational value within Schwartz’s (1994) values theory. As with the first interviewee, the second interviewee stated the following when describing the organization

“organisation’s duty to support and to stand up for the individuals it represented, er that the organisation itself was there for er those individuals er therefore it was required to ensure that it supported - listened - cared for er individuals that it was serving.” (Interviewee 2)

A theme has begun to emerge about working with individuals to encourage involvement and opportunity to ensure people achieve their potential. Rokeach (1970) may suggest this involves both Terminal (ends states of existence) and Instrumental (desirable states of behaviour) values. Nevertheless, this emergent theme of *Community* would appear to be an idea/concept that the organization very much wishes to aspire towards. Once, again the concept of this theme may not be seen as unusual considering the background of the organizations participating in the study, in this instance VCS organization. In order to meet charity commission standards to be recognised as a charity must have a purpose and wider society benefit for the services it provides (Charity Commission, 2014). Nevertheless, the research is following a systematic data analysis approach, so the emergent themes from the transcribed interviews are providing a basis to develop the research in the later parts of the study. Regardless, if this is expected or not, more importantly, ensuring the study is following the recommendation of Berg (2007), which ensures a continuous review of the study throughout the life of the research.

6.1.3 Employee Engagement

During this first phase of analysis two key themes had emerged, the study has identified *Person Centred* and *Community*. However, there were several other concepts which began to emerge during this early part of the research. *Employee Engagement* emerged when discussing what inspired the interviewees in working in the organization. Responses clearly identified a commitment by staff towards the organization.

“I’m inspired by the organization, er, um, but for a number of er, er, for a number of reasons really. Um, one is the dedication of the, of the staff that we’ve got. I’ve been here for ten years, um, [ph] – who you interviewed previously – has been here for eight years, and, er, that was 2000 and 2002 respectively.” (Interviewee 1)

Interviewee 1 states the dedication of staff and makes reference to retention levels of staff, by highlighting the number of years 2 members of staff have worked at the organization. Whereas, interviewee 2 states the retention levels have been high for the organization

“The organisation has changed in its structure and increased its staff levels during the last eight years, er er only one member of staff has left the organisation um, so you can say the retention levels of individuals, er er once they came into the organisation, were extremely high.” (Interviewee 2)

This reference to retention was supported by interviewee 1, who later in the interview did make reference to retention and commitment by staff.

“Our retention here is such that we’ve had basically one person leave to go to another job in all that. And, lo and behold, that person was very keen to come back to KDC. Um, we have had more than one person leave. The most recent leaver followed her husband’s job to the south of England. Er, so the staff retention, er, is, is, is one thing that inspires me.” (Interviewee, 1)

In reviewing these themes the research identified the concept in this particular research as *Employee Engagement*, which is an action by the staff towards the organization, which can be seen as a positive action. However, Gautam et al. (2004) may suggest this is more than positive action; this is affective organizational commitment with staff members being emotionally attached to, identification with and positive involvement

with the organizations. This being shown through the levels of staff retention and commitment towards the organizations services.

Table 6.3 Employee Engagement Theme Description

Name	Description	Nickname
Employee Engagement	Committing to organizations and following commitment with positive action	Commitment

Unlike the earlier concepts of *Person Centred* and *Community*, which the research has identified as potential values within the organization. This particular theme, at this stage of the research is not proposing the emergent idea as a value. But more of an action/behaviour which has emerged from working within the organization. Branson (2008) would suggest any behaviour stem from the grounding values those individuals possess. Nevertheless, at this stage there would appear *Employee Engagement*, which is shown through the commitment of those individuals towards the organization. As previously stated this is an important theme, which will need to be investigated further in the later parts of the research, which in turn may develop the concept.

6.2 Phase One Collective Themes

Completing the systematic data analysis process as outlined in Figure 5.3, the initial three emergent themes have been presented. However, the rationale behind presenting these three initial themes was not just based on the fact they were the first three themes to emerge. But, rather they were 3 of the most prominent themes which emerged from the interviews during the first phase of the research. This led to one of the key developments which emerged through the first phase of interviews which was the development of several consistent themes which remained central ideas for each of the first two interviews completed during this Phase of the research. Table 6.4 Prominent Emergent Themes, outlines the themes identified.

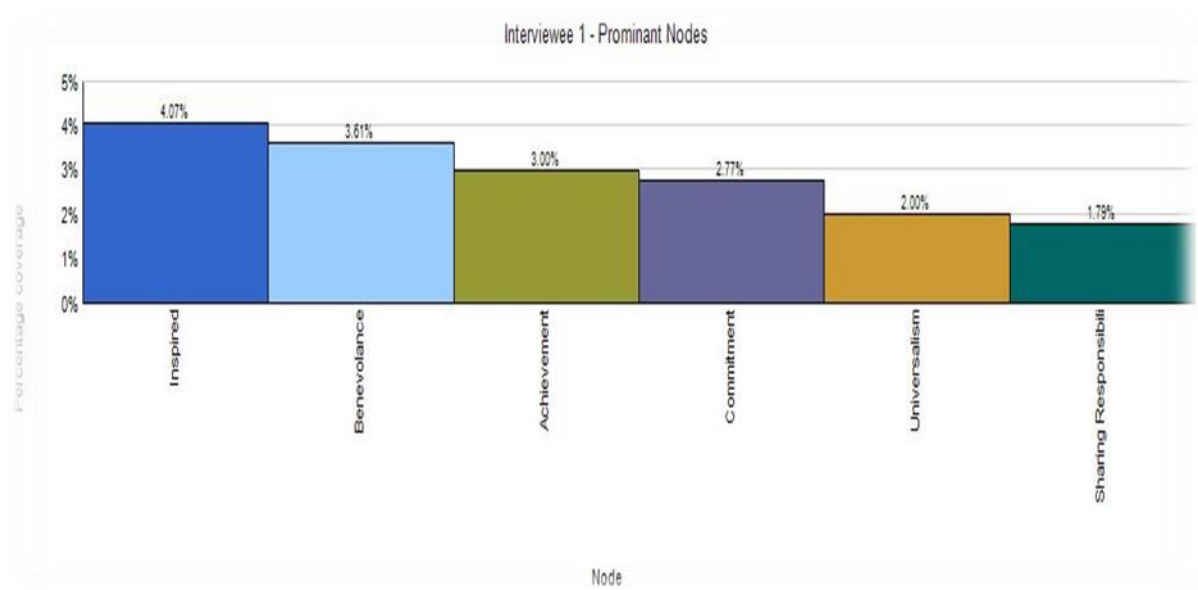
In both interviews five of the central themes identified could be found within the top 6 coverage nodes for both transcribed interviews. Graph 6.1 provides an overview of the dominant 6 themes which emerged through the initial interviews. *Person Centred* theme emerged as the second most identified theme with interviewee 1, with 3.6% coverage within the transcribed interview for that participant. In this instance 3.6%

coverage is considerable when the highest percentage of coverage for any one concept was 4%, being inspired.

Table 6.4 Prominent Emergent Themes

Name	Description	Nickname
Alignment	Working towards and achieving outlined goals,	Fulfilment
Person Centred	Keeping the individual at the heart of what is done and how decisions are made.	Benevolence
Close-minded	Not acknowledging need to learn and develop to improve services and respond to needs.	Static
Employee Engagement	Committing to organizations and following commitment with positive action	Commitment
Inspired	Buying into a future purpose which has a wider community benefit.	Commonwealth
Sharing Responsibilities	Working across defined team/group work boundaries, sharing responsibilities and not blaming errors.	Collectiveness
Community	Working with and for individual representatives to encourage involvement by all to increase opportunities for all.	Universalism

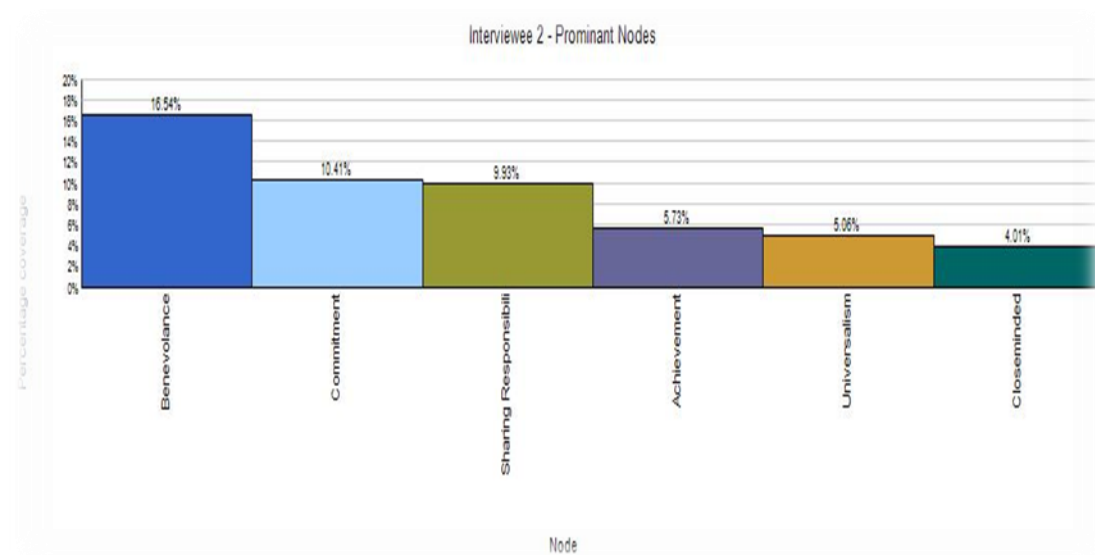
Graph 6.1 Interviewee 1 Central Emerging Themes



Graph 6.2 provides an overview of the dominant themes emerging from interviewee 2 with *Person Centred* emerging as the most widespread theme from the interview;

covering 16.54% of the emergent themes identified within the transcribed interview. Nevertheless, it should be noted the emerging occurrence of the *Person Centred* concept did vary considerable between the 2 interviewees. Although, in relative terms *Person Centred* concept was similarly high for both interviewees, being the second most identified concept for interviewee 1 and the highest identified concept for interviewee 2, when compared to the other emerging themes from each interview. The explanation for the increased coverage between interviewee 1 and 2 is quite simple. The first interview was initially very word specific focused, this was then revisited with a second analysis, which produced a broader scope within the interviewee's narrative. Goulding (2002) would suggest this is a development of the research. However, before completing the analysis of the second interview, the first interview had been re-analysed a second time which had slightly broadened the scope of the themes emerging from the transcribed interviews. Nevertheless, in approaching the second interview the research had identified the nodes and descriptions fitting these nodes, which supported the analysis of the second interview, with a wider scope of relating text in the transcribed interviews.

Graph 6.2 Interviewee 2 Central Emerging Themes



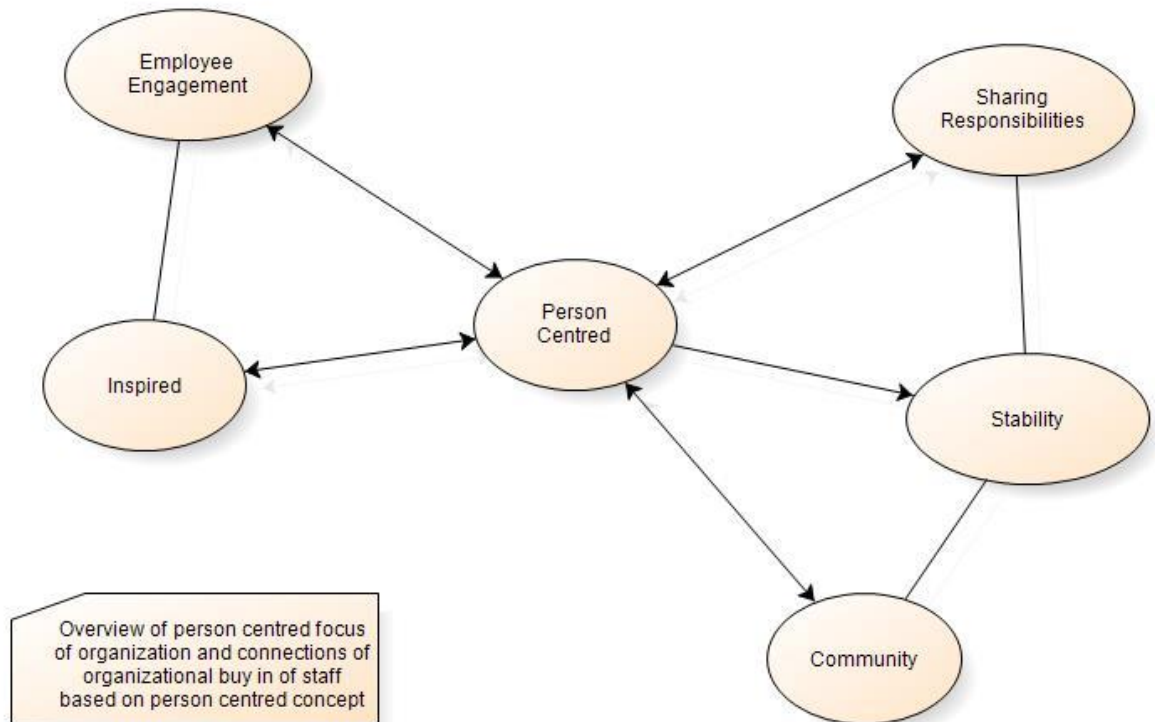
6.4 Organizational Enablers

As discussed in the systematic data analysis, following each phase of the research some initial concepts and ideas were developed. The collective themes provided an

initial modelling opportunity between the nodes identified during this phase of the research. Diagram 6.1 provides an overview of some initial concept connections between the key themes around the main value the staff from the organization continuously referred to. *Person Centred* (*keeping the individual at the heart of what is done and how decisions are made*), this was discussed in the context of the charities beneficiaries, but also the staff who worked in the organization. Schwartz (1987) may identify this *Person Centred* as benevolence, which indicates the organization is interested in the welfare of others and is self-transcending in its approach to service provision, but also in how staff are dealt with whilst working in the organization. It could be suggested having such an organizational value at the core of service delivery and internal approach to supporting and managing staff has implications across the broader values, behaviours and actions within the organization. The *Person Centred* value within the organization is one which sets the tone for other values emerging through the behaviour and actions across the organization. Rokeach (1970) indicated values can be shaped by institutions, the critical question being which values and which direction should such values be taken.

In this instance the high focus on *Person Centre* value would appear to be critical in encompassing other potential values to promote organizational alignment. This initial model identified key theme concepts which merged from this first phase of research analysis. Diagram 6.1 outlined associated themes emerging from the core *Person Centred* value promoted within the organization, which include *Inspired* and *Employee Engagement*, which had initially been identified as having some potential connections, with each other; but, did have a two way connection with *Person Centred* theme. The preliminary connections between the two themes are based around the definition proposed within the research to describe the concept emerging from the data analysis. *Employee Engagement* being described as '*Committing to organizations and following commitment with positive action*', whereas *Inspired* was described as '*Buying into a future purpose which has a wider community benefit*'.

Diagram 6.1 Emerging Model



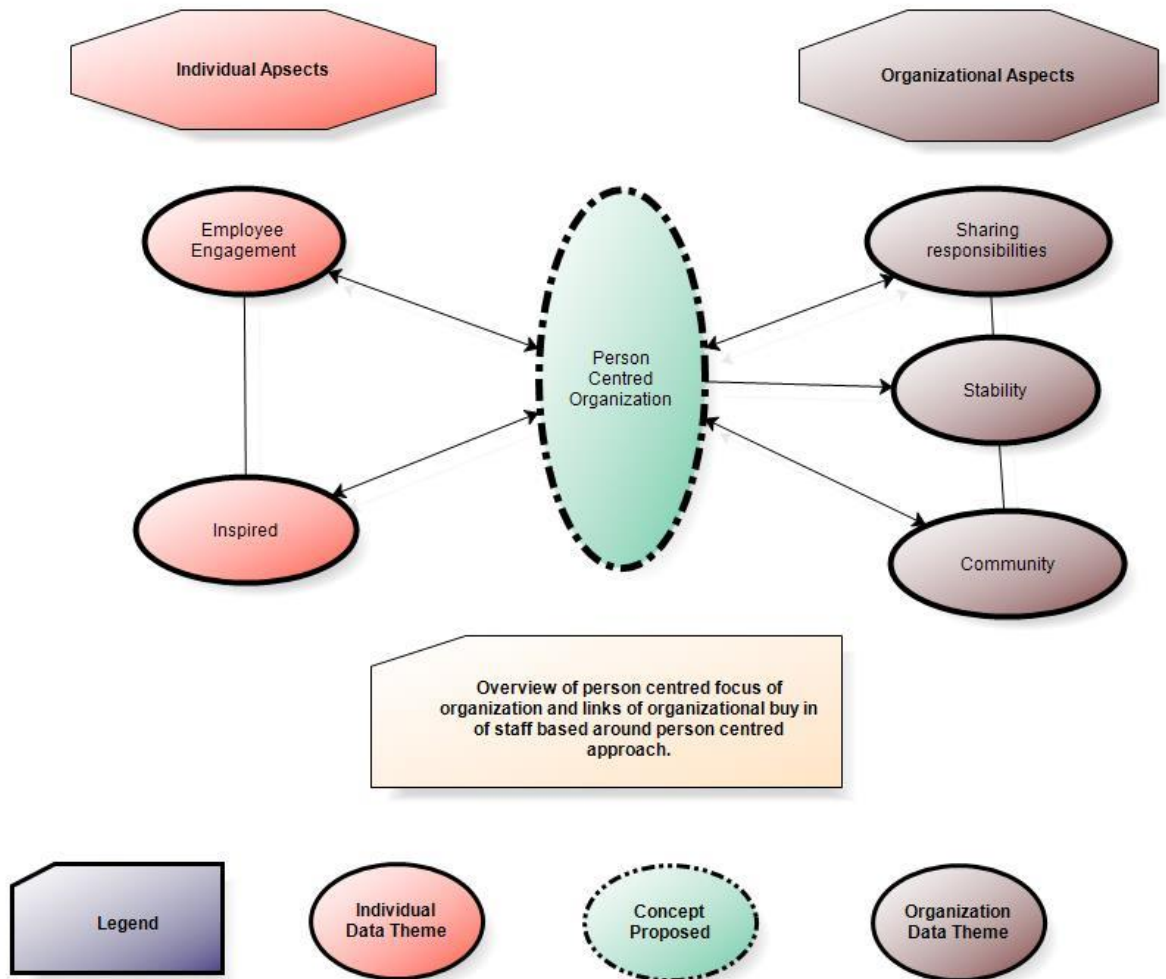
There are several critical elements to the descriptions provided which suggest potential connection in the themes. In committing to the organization, suggests an affiliation into what the organization aspires to achieve. When examining the *Inspired* descriptions which refers to buying into the *future purpose* and *wider community benefits* would indicate an opportunity to provide a vision for stakeholders to commit too. Taylor (2009) suggest this is a critical part of any leadership objective in any organization is bringing those individual within the organization along on the journey to achieve the vision. The second theme which indicates link relates to the *positive action* of individuals identified in *Employee Engagement* theme and again the buying in of the organizations purpose and wider community benefits. The early rational behind the two way connection of between *Person Centred*, *Employee Engagement* and *Inspired* is very much based on the focus on keep individual at the heart of what is done and how decisions are made. Particularly, how this influences future purpose, community benefits and positive action of those involved.

Alongside these initial links *Community (Working with and for individual representatives to encouraging involvement by all to increase opportunities for all)*, *Stability (Whereby individuals feel security and stability in the organization they are working for)* and *Sharing Responsibility (Working across defined team/group work boundaries, sharing responsibilities and not blaming errors)* were identified as potential connections based around working together to achieve individual and collective goals, whilst acknowledging the benefits of such an approach in working for such an organization. In this instance the feeling of a stable and secure work environment. However, in this example *Community* and *Sharing Responsibility* did have two way connections with *Person Centred*. The rationale for the two way connection for the *Community* theme focused on keeping the individual at the heart of the service delivery and decision making, particularly working with and for individuals to increase opportunities. Similarly, the *Person Centred* and *Sharing Responsibility* focus on defined teams to share responsibilities and how these factors are interlinked within each other. However, the *Stability* connection came from the *Person Centred* approach rather than it being a two way connection. This was proposed on the basis the *Person Centred* approach instilled confidence and stability in how the individual felt about working in the organization and for the organization.

Nevertheless, in further analysing and reviewing the initial model, it was developed further as a clear picture emerged through the continued analysis. Diagram 6.2 provides an overview of the developed model which identified a *Person Centre* organizational model which incorporates two overarching aspects one being *Individual Aspects of Employee Engagement* and *Inspired* themes. The initial modelling is suggesting a link between the two themes to propose a personal element with positive action, whilst buying in to the organizational purpose and wider community benefits. This stemming from the *Person Centred* value at the heart of everything the organization does internally and externally. Lyon et al. (2006) may describe such individual aspects emerging from the research as altruistic work values related to a desire to help others and make a positive difference to society. The second element of this developed modelling involved *Organizational Aspects of Sharing Responsibility, Stability* and *Community*. The three themes are very much focused on working with others to achieve goals which benefit all organizational stakeholders, including staff. Lyon et al. (2006) may refer to such values as intrinsic work values, which relates to

interest in work and intellectual stimulation of their work. At this stage of the research no formal theory is being proposed, rather the process and development of concepts as they have emerged from the research, through this continuous systematic data analysis approach.

Diagram 6.2 Person Centred Organization



Furthermore, an interesting factor which came out of the interviews with regards to the organization related to staff retention. Both interviewees mentioned and discussed staff retention, although this was not asked about directly. Although, the organization is a small VCS organization, staff retention was at 98% over a 10 year period. This can be identified within the *Employee Engagement (committing to organizations and following commitment with positive action)* aspect within Diagram 6.1 and 6.2. This provides an area which requires further attention, around organizational commitment and possible enabler to organizational development. Particularly when referring back

the earlier literature review around the leadership and organizational development aspect of the research which will be discussed in later chapters.

6.4.1 Inhibitors

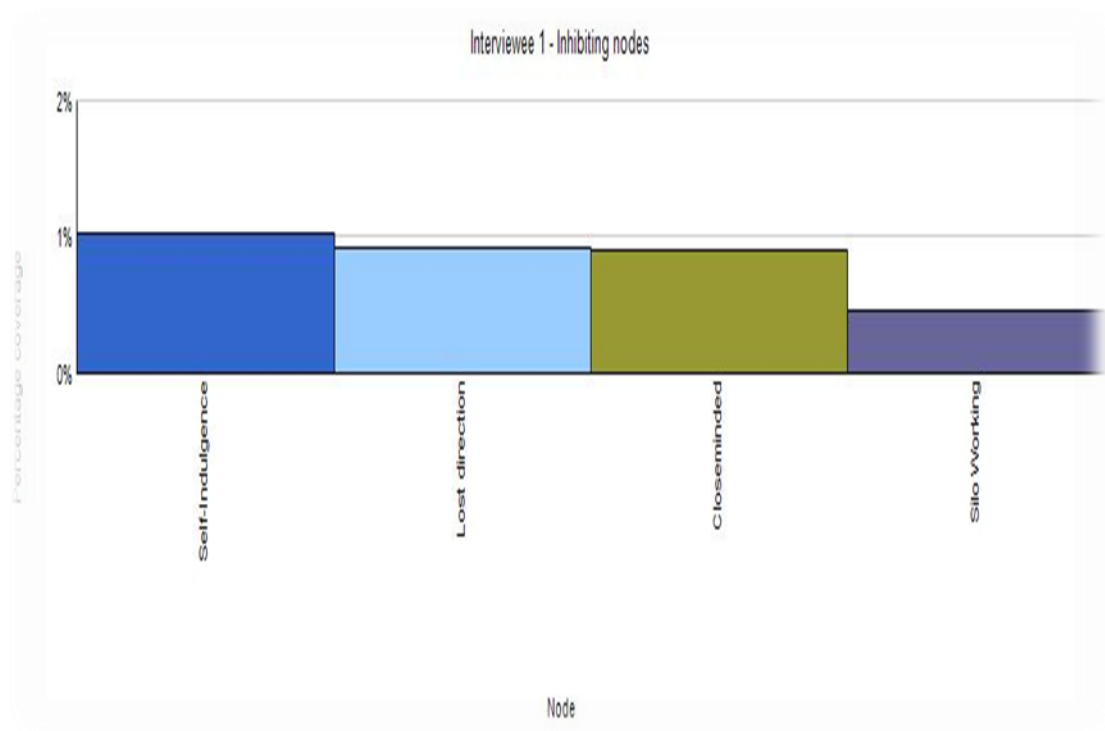
One of the areas which initiated some further reflection on the nodes identified within Chapter 6.2 Phase One Collective Themes was the close-minded node. Unlike the previously stated themes which could be argued all had a positive element to them. This particular node could be seen as a potential organizational inhibitor. Further review and reflection on the initial transcribed interviews would suggest there were other associated themes which have been identified within the systematic data analysis. Table 6.5 provides a description of the identified inhibiting nodes at this initial stage of the research.

Table 6.5 Identified Inhibitor Nodes

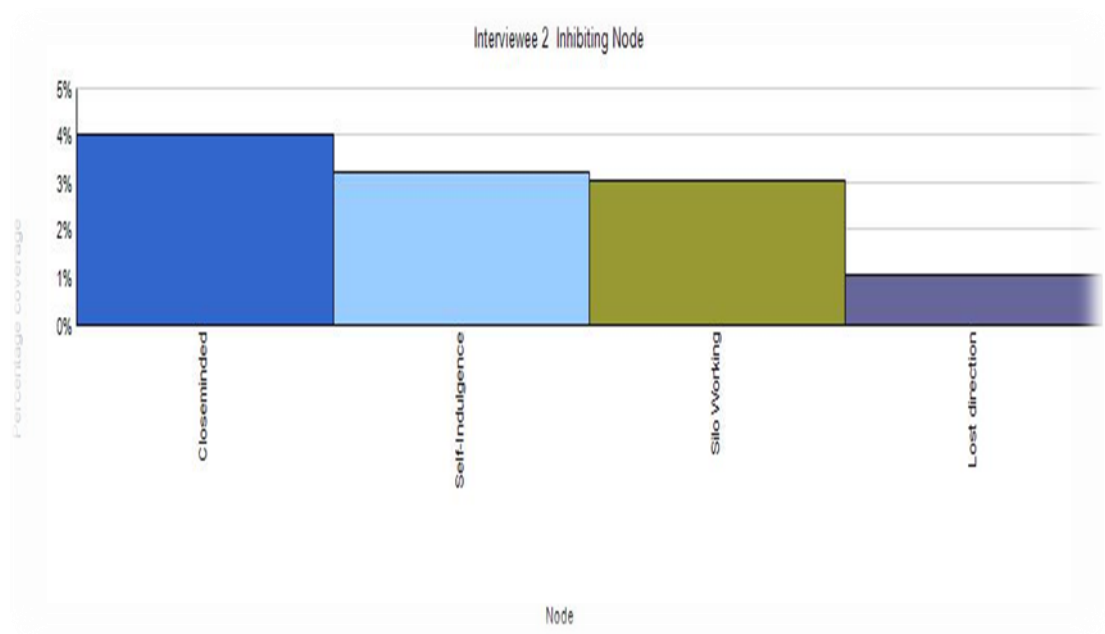
Name	Description	Nickname
Silo Working	Closed team communication channels between differing groups within organization	Closed Channels
Self-Indulgence	Taking action to satisfy own needs	Hedonism
Close-minded	Not acknowledging need to learn and develop to improve services and respond to needs.	Static
Lost direction	Inhibiting effective engagement of staff	Drift

In the data analysis process all four themes were identified within the transcript of the first two interviewees Graph 6.3 and 6.4 provide an overview of the coverage identified within the transcripts of each interview.

Graph 6.3 Interviewee 1 Inhibiting Nodes



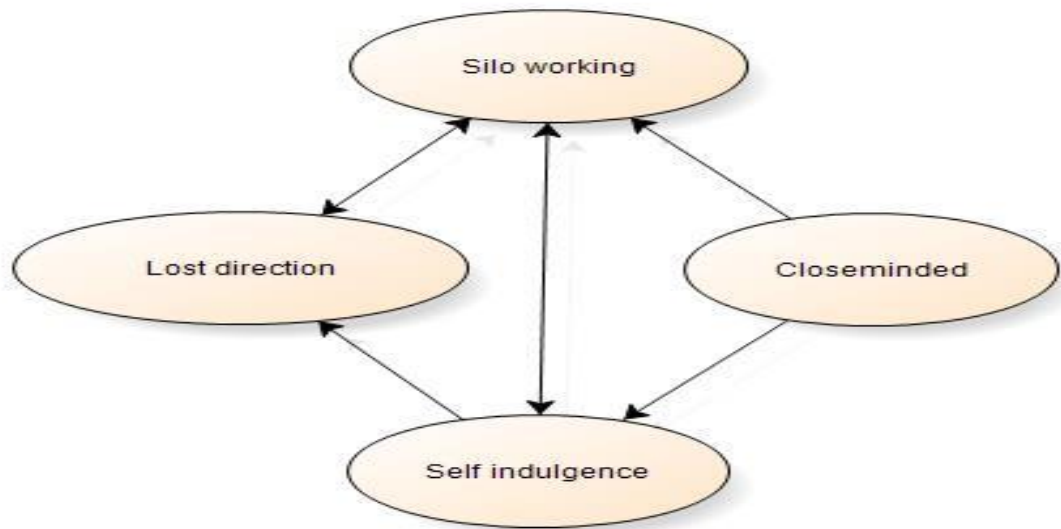
Graph 6.4 Interviewee 2 Inhibiting Nodes



The coverage of the nodes within the 2 interviews are quite different, interview 1 the coverage was less than 1% for each of the potential inhibiting nodes, whereas interview 2 coverage varied from 4% - 1%. The study would suggest that the differences in the coverage of the nodes may relate to the role each individual had within the organization. Interviewee 1 was the CEO of the organization and may not have openly discussed any potential inhibitors. However, in either case it should be noted the coverage of the identified inhibitors are low for both interviewees when reviewing them against the other nodes identified in Graph 6.1 and 6.2, where the lowest coverage was 1.80% and 5% respectively, both being higher than the inhibitor coverage.

The emergent modelling of the inhibitors within the organization has been outlined in Diagram 6.3. This initial model, as previously discussed in the last section developed from this first draft model to one which in incorporate a broader analysis of the connections and themes within the model. The initial model linked the concept of not wanting to learn and develop service, *Close-minded* with the emergent themes of *Silo Working* and *Self-indulgence*. The basis of the connections are related to the concept of not acknowledging learning and how this may be linked to the focus of only wanting to satisfy ones needs rather than wider organizational benefit, resulting in *Silo working* and promoting a more *Self-indulgent* approach across the organization. Alongside, the connections discussed the link between *Self-indulgence* and such an individual focused approach has the potential to drive organization in a direction which may be classed as *Lost Direction (Inhibiting effective service provision)*; since the focus on satisfying own needs rather than wider organizational needs. However, the connection between *Lost Direction* and *Silo Working* is a two way connection which influences the two concepts back and forth with *Silo working* inhibiting service provision and influencing *Lost Direction*, whilst the increase in *Lost Direction* adds further to the potential of more *Silo working*.

Diagram 6.3 Identified Organizational Inhibitors



Nevertheless, as with the earlier analysis, further review of the emerging concepts identified the possibility to develop the initial model, which followed some of the developments identified with the more positive concepts developed at this stage of the research. The developed concept model identified the inhibiting factors into 2 elements, the first being associated with the individual's actions and responses within the organization.

- Closed-minded (Not acknowledging need to learn and develop to improve services and respond to needs).
- Self-indulgence (Taking action to satisfy own needs).

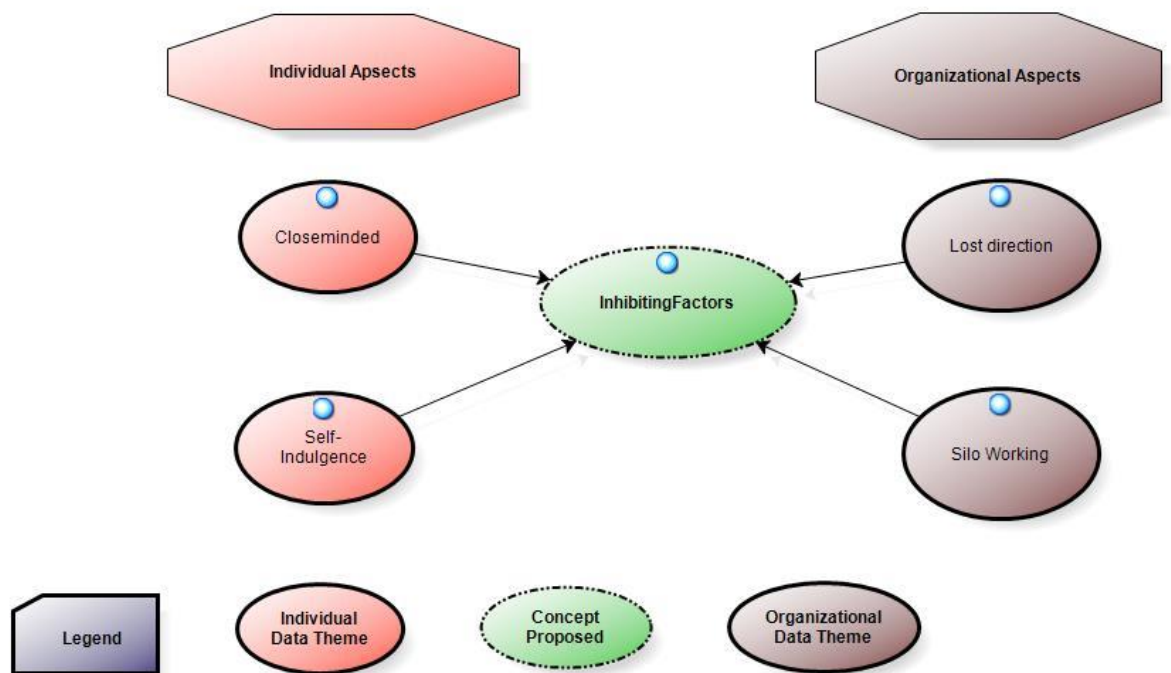
The second element focused more on internal organizational processes rather than an individual focus.

- Silo working (Closed team communication channels between differing groups within organization).
- Lost direction (Inhibiting effective service provision).

The developed model Diagram 6.4 acknowledges the overarching *Individual Aspect* of the emergent themes of *Close-minded* and *Self-indulgence* and the individual aspects of such themes connect the concepts within the overarching theme of being focused on individual aspects of working roles. Whereas, the *Organizational Aspects* connect the *Silo working* and *Lost Direction*, which are inhibitors which stem from across the organization rather than the suggested individual focus of the other themes proposed.

However, in reviewing the data each of the themes were linked via a tree node which collectively acted as inhibiting factor within the realms of organization development. Diagram 6.4 displays how each node *Silo Working*, *Lost Direction*, *Self-indulgence* and *Close-minded*, acts as the key concepts to overarching inhibiting factors to organizational development. Goulding (2002) may suggest the 4 initial concepts which have emerged through the research are the parent nodes to the tree node of *Inhibiting Factors*, which is the concept developed out of the research data.

Diagram 6.4 Inhibiting Factors



6.5 Initial Phase Summary

The approach at this phase of the research has been one which has attempted to take a Grounded Theory approach, particularly by not asking specifically about values within the organizations. When reviewing the first phase of analysis it may be suggested this has produced several emerging concepts and themes for the research to take forward for the next phase of the research. In one instance, the inhibiting factors and organizational drivers have similarities, particularly around the overarching concepts identified in each of these development areas. *Individual Aspects* may that be an inhibitor or driver has an individual staff member based focus on the concepts interactions. Similarly, the *Organizational Aspects* for either the inhibitors or drivers

focuses more on the wider stakeholder and organizational elements of the concepts focus. This does provide a development area to take forward during the next phase of the research, which may involve the review of the overarching concepts emerging from the research data. Further thought and development will be required around the concepts of *Individual* and *Organizational Aspects* in providing development in the areas of Leadership and Organizational Development theory.

However, the inhibitors and drivers are not totally alike in the development models. The inhibiting factors are quite different from the organizational drivers in that the inhibiting themes may they be *Individual* or *Organizational* aspects of the model proposed collectively cause the inhibiting factor for the organization. The model does not suggest this is a two way interaction, the themes of *Silo Working*, *Lost Direction*, *Closed-mindedness* and *Self-indulgence* are themes within the research data, which has enable the research to propose a concept being the *Inhibiting factor* concept rather than an actual theme within the data and one which has been modelled from the data. Goulding (2002) may interpret the *Inhibiting factor* concept proposed as a tree node, which is the research first leap into theory concepts, which has emerged from a set of relationships within the research data.

Within the organizational drivers, the model would suggest interaction and relationships between themes which have emerged specifically out of the research data. There would appear to be a core value within the organization, in this case *Person Centred* which drives the various emerging organizational enablers. The enablers have been linked to two overarching themes within the organization this being the *Individual Aspects*, which are very much focused on individuals working together for the wider benefit of others, whilst buying in to the organizational purpose and wider community benefits. *Organizational Aspects*, which although still has a person centred focus it is more about the benefits to the organization and its stakeholder in promoting and acting upon the person centred approach.

This would suggest that there are internal and external aspects to supporting organizational enablers, in turn potentially assisting organizational development. This broader concept will need to be investigated further as the research develops. However, the critical aspect as this stage is the central value of *Person Centred*, it

would appear to be the central theme which is interacting with all the elements which have emerged in the organizational enablers areas. This core value links to the various themes emerging either feeding into, in the case of stability, which the *Person Centred* value supports the emergent concept of stability by suggesting the focus on individuals instil confidence in how the organization perceives the staff working there and how the organization will invest and look after the staff. Particularly, when the core value is to keep the staff at the centre of what it does. Instilling the sense of stability for those individual involved in the organization. The interaction between *Person Centred* and the *Individual Aspects of Commitment and Inspired* and *Organizational Aspects Sharing Responsibility and Community*, would appear to be two way interactions. *Person Centred* value drive the wider enablers, but in driving the wider enables through those interactions in turn support the *Person Centred* value at the core the activities and services delivered.

The next phase of the research provides an opportunity to delve further into the emerging concepts and ideas which have initially come out of this phase of the data analysis. Nevertheless, this is by no means the finalised themes and concepts, in fact through further data collection and analysis alternatives will be developed and new ideas and concept proposed as the research builds on the data collected through the participating organizations. However, as stated in the earlier data collection section this phase of the research influenced some of the questions prepared for the next phase of the data collection. Particularly, when recognising the next phase of the research analysis is not starting with a totally clean sheet.

7.0 Phase Two: Developing Concepts

The initial phase of the data analysis produced a wide array of themes and concepts, which came out of two initial interviews from one of the participating organizations. Approaching the next phase of the research, and having completed this first systematic data analysis of the interviews, a conscious decision was made to develop the questions and approach used in order to build and develop some of the themes and concepts which emerged from those first two interviews. There were a several amendments made to the questions in light of the learning which took place at the first phase of the field research. Unlike the initial interviews which had three distinct elements and did not directly make any reference to values; this phase of the data collection involved two distinct elements, one about *working for the organization* and the second about *values*, organizational and individual.

The first element of the questions utilised in this phase of the field research focused on working for the organizations, there were two rationales for taking this approach. The first being linked the *Organizational Aspects* identified as an emerging concept from the first phase of the data analysis. Therefore, the research needed to delve further into this emerging concept. Secondly, this would provide the research with an opportunity to gain a wider appreciation of the organizational aspects individuals associate in working for such organizations. The second distinct theme of questions developed in this phase of the research was around values. The development to introduce values was proposed for two reasons; firstly the initial research data analysis had identified the *Individual Aspects* within the emerging themes. Therefore, there was a conscious decision to delve further into this individual element and specifically around values. Secondly, it allowed the research to hone the appreciation of values within these organizations and gain a broader insight into the rhetoric of values by those individuals working in the organizations. This provided an opportunity for the research to address some the research aim and objectives, whilst working within the Ground Theory approach the research intends to work within. Unlike the first phase, this phase of the research, did not start with a clean sheet with regards to themes and concept.

Nevertheless, there would certainly be developments across the themes with new themes emerging as the data analysis develops further.

7.1 Phase Two Developing Themes

This phase of the research approached the research interviews quite differently, by focusing on questions on ‘*Working for the Organization*’ and ‘*Values*’. This allowed the study to delve into the organizations and individuals values. The approach produced some interesting developments in the emerging ideas and concepts the research produced. As the previous section outlined, rather than presenting data from each interview the emerging themes from the collective interviews completed at this phase would appear to be the way forward to build and hone some of the ideas proposed after the first phase of the research. Details of prompting questions can be found in Appendix V. In keeping in line with how the study is presenting the emerging concepts and ideas, whilst providing an appreciation of the development of the concepts and ideas as they emerged through the research. The study will present the new themes as they emerged, this will allow the introduction of some developments which have come out of this part of the data collection process. Goulding (2002) may refer to this process as *Dimensionalisation* of concepts, which provides the research with core categories. The emerging ideas from the previous section will not be ignored, they are revisited in the latter part of the chapter, when the research builds on the theoretical interpretation of the data. This will then allow the research to bring together the collective aspects which developed through the systematic analysis at this part of the studies research process.

7.1.1 Purpose

In delving into *working for the organization* and completing the systematic data analysis it became clear there was a theme which began to emerge of why individuals worked for the organizations. However, unlike to *Person Centred*, theme which clearly emerged from the interviewees who stated the theme, this development emerged from the interpretation of the discussions taking place between the interviewer and interviewee. The study would state organizational *Purpose* played an important role for those members of staff being interviewed. The research defined this theme as follows;

Table 7.1 Purpose Theme Description

Name	Description	Nickname
Purpose	Driving force behind what organization is established for.	Driving forces

The onset of each interview during this phase of the research, the participants were asked to reflect on why they had come to work for such an organization. In the following discussions, what emerged provided the rationale behind the Purpose, as a driver to why individuals joined and stayed working for such organizations. The discussion aimed to get the interviewee to reflect on why they work in the organization.

“why I haven’t left to do something else. It’s, it is, there are other jobs I could do, there’s other jobs I am qualified to do and I’d probably earn a lot more money if I did them but I like working in the voluntary sector.” (Interviewee 3)

The critical interpretation which began the development of the theme related to there being several reasons for the individual to work in other organizations/jobs. However, the individual felt drawn to the sector, this provided an initial concept thought around purpose. This particular individual developed on this aspect by indicating.

“Loyalty, erm, people are all working towards the same goal, they, they appreciate what other people do and support each other” (Interviewee 3)

This in itself begins to suggest an overarching driver to working for the organization, with the reference to the *sector* and *working towards the same goals*. However, this may not provide enough basis to suggest as an emergent concept. Nevertheless, all of the other respondents during this phase of the research proposed perspective that could be linked to such concepts of *Purpose* as a driver for individuals to work for such organizations.

During the reflection discussion interviewee 4, indicated *making a difference* and *benefiting my local community* as key drivers for why they worked in the organization even acknowledging the fact they do reflect on this from time to time.

“making a difference? And am I benefitting my local community? Because, obviously, I also work in the local community. So, I was working in the local community, and, I think that, sometimes.” (Interviewee 4)

However, the various responses to the reflective question did seem to respond and discuss specific purposes of that particular organization. Interviewees 3 and 4 both work for a local VCS development agency whose organizational purpose is very much community based and to support/develop other VCS organizations. Their responses to the reflective question replicated the purpose of the organization. This pattern emerged when interviewing staff from the second VCS organization in the study. Interviewee 5, was very much driven by the disability focus of the organization they worked for.

“KDC became a vehicle for disabled people to access better services and indeed became a vehicle for disabled people to be able to be heard a little bit more readily.” (Interviewee 5)

Nevertheless, this provides further substance to the concept of *Purpose* as an organizational driver. Building on this concept through the systematic data analysis, the concept focus of *Purpose* appeared to be a critical factor for all interviewees. Building on several of the specific aspects, several of the interviewee referred to the focus of *not for profit* and *supporting people and communities*.

“Um, it’s all about not for profit organisations, supporting those organisations, it’s giving back to the community.” (Interviewee 7)

“working within a sector, it's not about money, it's about valuing people, erm are they the thing that attract you to this, to this type of organisation?” (Interviewee 8)

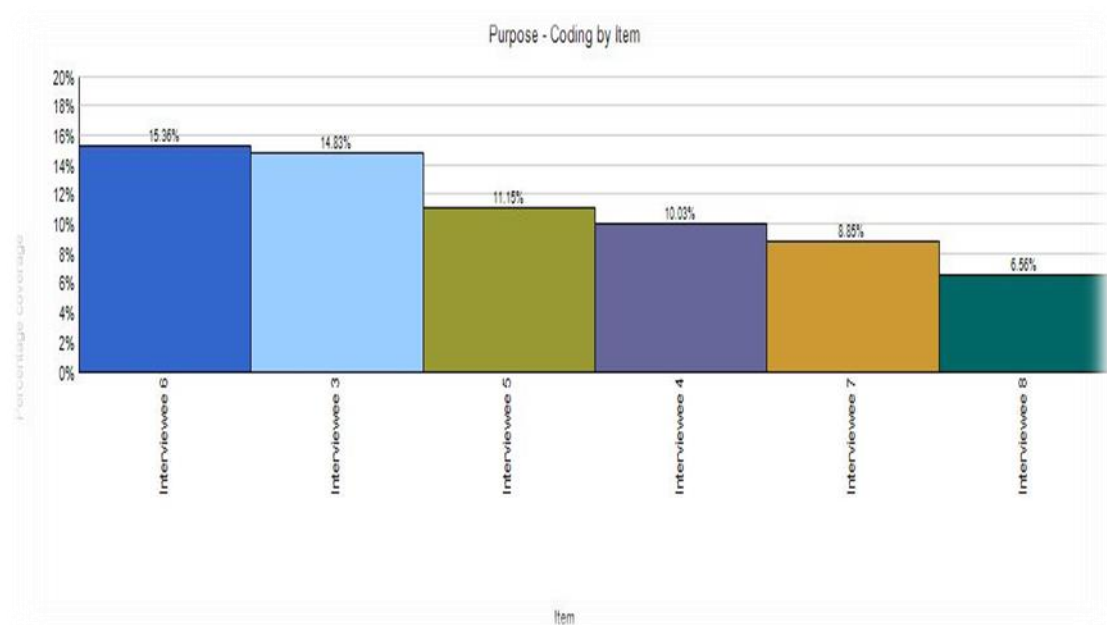
One of the interesting aspects identified within the *Purpose* concept was identified with interviewee 6, who was quite focused on how the organization interacted around the concept of *Purpose*. The interviewee indicated this is not just specifically what the company does, but how the organization interact in achieving its purpose. They indicated

“What does that company believe in, what company strives to do. How it aims to deliver what it set out to do.” (Interviewee 6)

This raises potential development around *Purpose*, that involves the interactions internally around those drivers. This is a concept point which will be developed further when pulling together some of the concepts from this stage of the research.

The coverage of the concept of *Purpose* across Phase 2 of the interviews can be seen in Graph 7.1 Purpose Coverage.

Graph 7.1 Purpose Coverage



The coverage within each interview does vary from 6.65% to 15.36%, this relates to the percentage of coverage within the transcribed interviews which was identified under the *Purpose* node. However, the research is not suggesting the prevalence is of importance in this instance. Rather that the ideas and concepts developed can be traced back to the research data. During this phase of the research *Purpose* concept has emerged as a leading development out of the rich data the research has produced. The fact that through data analysis each of the interviewees has contributed to the development of the theme is important when building the theory concept later in the thesis.

7.1.2 End Product

During this phase of data analysis it became clear the actions of the organization played a significant part of how the staff in the organizations interact. Potentially building on the *Purpose* theme discussed earlier, however, it would appear *End Product* is not just how staff interact, but what the actions which may be seen by those

outside the organization. Therefore, suggesting not just an internal factor, but one which has a broader influence.

One particular good example of the concept of *End Product* which emerged from this phase of the research came from interviewee 8 who stated the following;

“I think it comes across, particularly about the level of, of professionalism and attitudes to CVS from outside and the way that we need to present ourselves as an organisation erm, you know, comes across is discussion and the way that we want to go about the way that we do our work.” (Interviewee 8)

Although , this is quite an broad example of how the concept emerged from the data, Interviewee 7 summarised the basis of the theme by stating.

“people know that we’re there to support and strengthen what they’re doing.” (Interviewee 7)

Therefore, in the context of the current research the following description was devised for the theme.

Table 7.2 End Product Theme Description

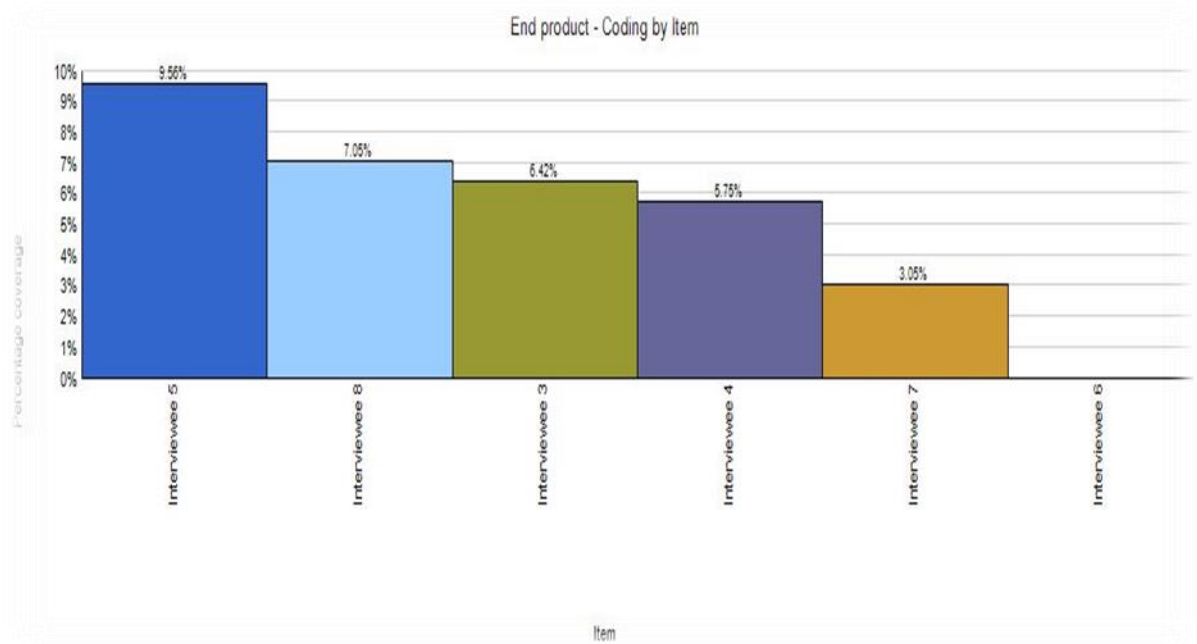
Name	Description	Nickname
End product	What is seen by others through organizational actions and manner in which actions are carried out	Harvest

Unlike the earlier themes discussed *End Product* was not one that was identified by all the individuals within this phase of the research. Graph 7.2 provides an overview of the coverage of the *End Product* theme across the 6 interviews carried out during Phase 2 of the research. The coverage for 5 of the interviewees varies from 3.05% to 9.56% for the respective transcribed interview notes identified in the study under the *End Product* theme. However, Interviewee 6, did not have any of the transcribed notes linked to the *End Product* theme. This certainly should not been seen as a negative, particularly when the association with the *End Product* theme is one of interpretation by the research. However, what should be noted is the interviewee 6 systematic data analysis has linked the data very closely with *Purpose* theme, discussed in the previous section. It should be noted interviewee 6 had the highest coverage of *Purpose* from the interview notes. But, the data would also suggest response which fit much

closer to the collective themes identified in Phase 1 of the research of *Person Centre*, *Inspired* and *Employee Engagement*. However, this will be discussed in more detail later in the section.

Nevertheless, the basis for this theme is twofold the staff in the organization recognise the importance of the actions of the organization, but more importantly how these actions are carried out. Potentially suggesting an influence on how the staff interact and how others from outside the organization interact with the staff an organization as a whole, may that be positive or negative.

Graph 7.2 End Product Coverage



7.1.3 Compact

During Phase 2 of the data analysis the word frequency tool within N-Vivo identified the values as the highest frequency word with all of the Phase 2 interviews although only one part of each interview touched upon values as a theme. Figure 7.1 Word Tree Map, outlines the highest frequency words from all 6 interviews carried out. The bigger boxes represent the words with the highest frequency. Similarly, to the earlier discussion, which indicated such tool provide insight into words which have emerged from the data, which allows the study to develop thoughts and ideas around the use of such words.

The prevalence of ‘values’ word frequency acted as a stimulus to review the context of the use of ‘values’ in the discussion which have taken place in the interviews. This resulted in the research identifying *Compact* as an emergent theme, which is a theme very much associated with shared values and goals. Table 7.3 outlines the proposed theme of *Compact*.

Figure 7.1 Phase 2 Interviews Word Tree Map

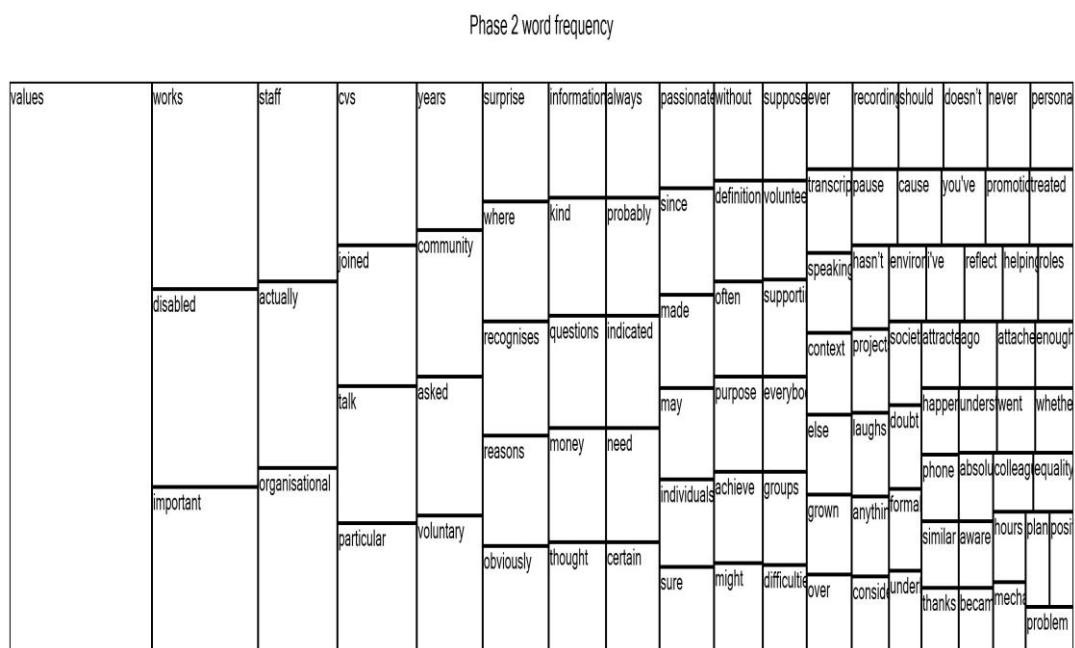


Table 7.3 Compact Theme Description

Name	Description	Nickname
Compact	A compact of shared values and goals.	Alliance

The rationale behind the description related to an informal agreement which seemed to be emerging from the data, particularly around the informal agreement on shared values and goals. Interviewee 3 provides a good insight into the theme description when stating the following;

“it’s a whole range of different things but if you are doing something outside of what you feel comfortable to do, I am not talking about something challenging, but if it’s something that isn’t within your own comfort zone and it is something the organisation does then it will make people uncomfortable and people would not want to be part of that.” (Interviewee 3)

This indicates an informal agreement which is around what are acceptable behaviours/actions within the organization, values theory would suggest such behaviours are driven by the values within the social setting (Rokeach 1972, Schwartz, 1998). Therefore, suggesting a need for a compact on shared values and goals, even if this is informal the data emerging from the research would suggest these are potential unconscious interactions.

This would appear to be acknowledged within research data, interviewee 3 builds on the concept by stating;

“It matters the fact that it isn’t very pleasant when you have two different people with different sets of values that work within the organisation but they work cohesive, I mean everybody is different and people do have different sets of values but they have to be compatible and cohesive.” (Interviewee 3)

Further providing the basis for the emergent theme of *Compact*, particularly around the informal shared values and goals in order to support the working aspects of roles and wider organization. This concept of organizations having informal values agreement can be seen through one of the points highlighted by Interviewee 4 who stated;

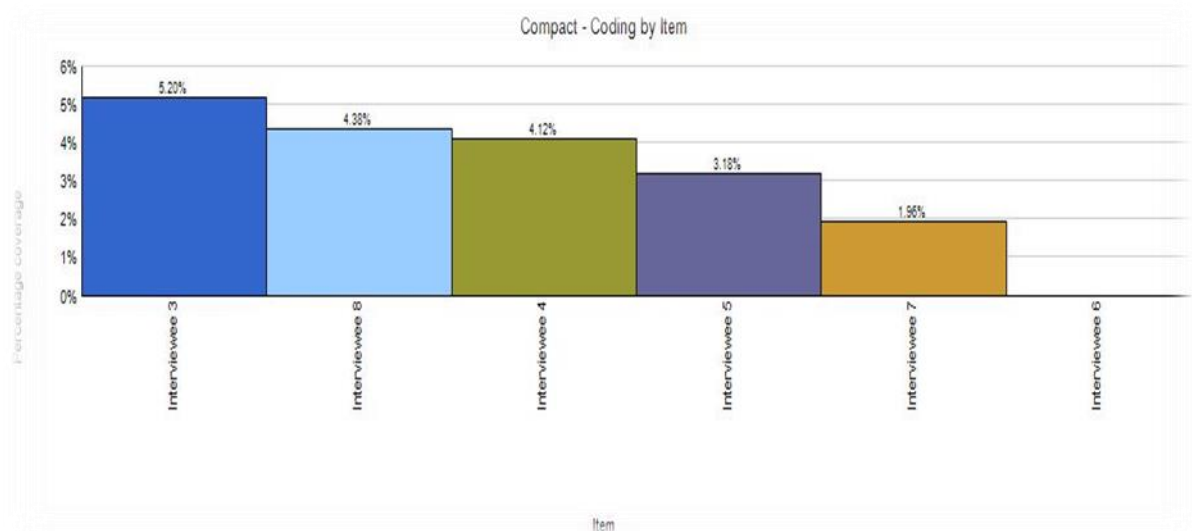
“I mean the organisation cannot have values, the organisation’s values are those that are agreed by the people that have something to do with the organisation.” (Interviewee 4)

What appears to be emerging from the concept of *Compact*, would suggest a very much informal approach to values in the organization, which is certainly led by the employees rather than top down values statement by the wider organization.

Having identified the emergent theme of *Compact* the frequency of the theme varied across the 6 interviews with Interviewee 6 not having any identified links to the theme when reviewing the transcribed interview. However, the remaining interviewee’s data had several aspects of the data linked to the theme ranging from 1.96% - 5.2-%

frequency across each individual transcribed interview. Graph 7.3 provides an overview of the compact theme across the 6 interviews carried out at this phase of the research. Considering the average coverage of the various themes identified during this phase of the research analysis was 4.07% coverage it can be suggested the *Compact* theme may not be one of the most prominent of the ideas and concepts which has emerges during this phase, with regards to coverage. Nevertheless, the theme itself may be one of the most theoretically important ideas and concepts, which has emerged to date within the research.

Graph 7.3 Compact Coverage



7.2 Phase Two: Collective Themes

As discussed earlier, this phase of the data analysis did not start with a clean sheet, several ideas and concepts had been identified and discussed in the previous section. Once the systematic data analysis had begun during this phase, several of the earlier ideas and concept continued to emerge. Table 7.4 outlines those concepts which have consistently been linked to the data from all 6 interviewees. Interestingly, the questions and prompts used during Phase 2, as identified earlier in the section, are quite different from those questions in Phase 1. Nevertheless, the themes as described below continued to emerge from the data.

The coverage of the themes across the 6 interviews can be seen in Table 7.5, which provides an overview of each of the themes and coverage across the transcribed interviews. What can be seen from the coverage is the themes are more or less

continuously identified throughout the data, although the prominence of the coverage varies from interviewee to interviewee. The study would suggest this would be expected as each person focuses on the aspects of the responses given, which have most relevant to them.

Table 7.4 Re-emerging Themes Description

Name	Description	Nickname
Alignment	Working towards and achieving outlined goals,	Fulfilment
Person Centred	Keeping the individual at the heart of what is done and how decisions are made.	Benevolence
Employee Engagement	Committing to organizations and following commitment with positive action	Commitment
Inspired	Buying into a future purpose which has a wider community benefit.	Commonwealth
Sharing Responsibilities	Working across defined team/group work boundaries, sharing responsibilities and not blaming errors.	Collectiveness
Community	Working with and for individual representatives encouraging involvement by all to increase opportunities for all.	Universalism

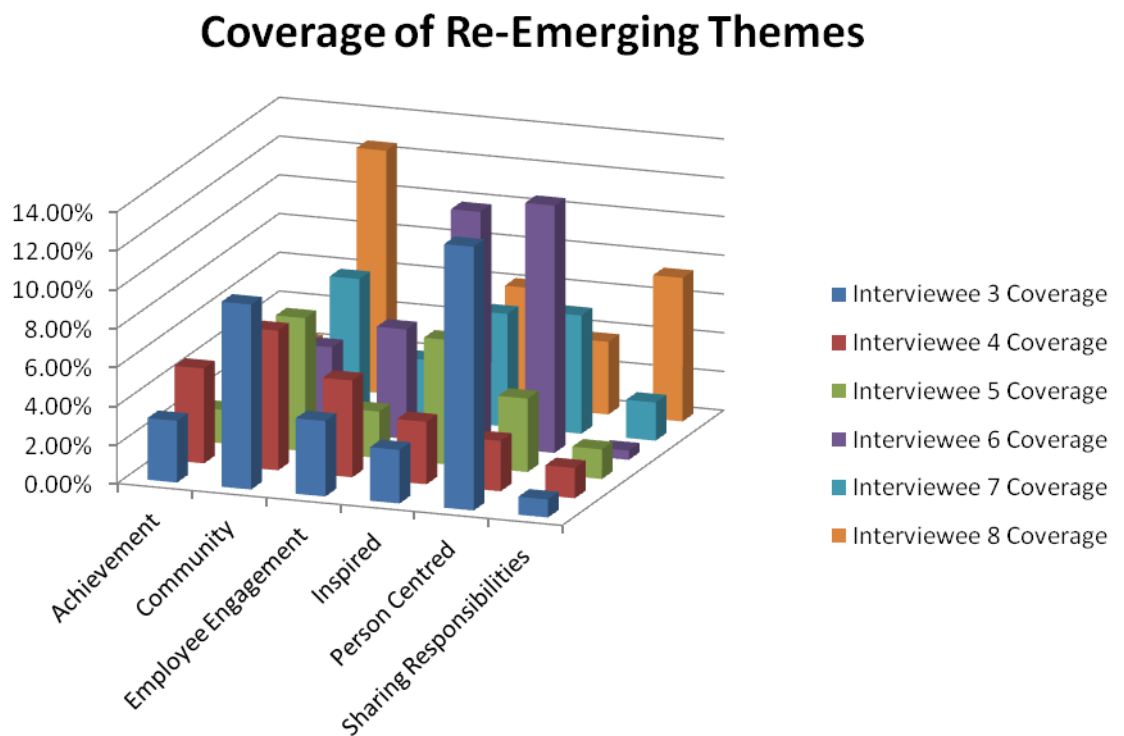
Table 7.5 Re-emerging Themes Coverage

	Alignment	Community	Employee Engagement	Inspired	Person Centred	Sharing Responsibilities
Interviewee 3 Coverage	3.18%	9.54%	3.89%	2.76%	13.59%	0.93%
Interviewee 4 Coverage	4.89%	7.20%	4.99%	3.22%	2.60%	1.56%
Interviewee 5 Coverage	1.73%	6.86%	2.40%	6.43%	3.79%	1.53%
Interviewee 6 Coverage	4.14%	4.37%	5.65%	12.07%	12.75%	0.48%
Interviewee 7 Coverage	0.00%	6.90%	3.06%	5.82%	6.10%	1.97%
Interviewee 8 Coverage	2.28%	12.54%	0.51%	6.15%	3.75%	7.41%

Nevertheless, when reviewing the data in a graphical format, Graph 7.4, shows quite clearly the themes do fluctuate between the interviewees. However, *Community* appears to be a fairly consistent theme across the analysed data, with *Person Centred* and *Inspired* emerging as prominent themes during this phase of the data analysis. This particular development, which indicates three dynamic themes which contributed

to one of the emergent concepts from Phase 1 of the research continue to emerge. Goulding (2002) may indicate that such themes do add substance to supporting the theoretical framework being developed. Furthermore, the three other themes proposed within the Person Centred Organizational Model Diagram 6.2, *Community*, *Employee Engagement* and *Sharing Responsibilities* continues to emerge from the data. Providing further opportunity to build on the theoretic framework proposed during Phase 1.

Graph 7.4 Coverage of Re-Emerging Themes



7.3 Organizational Values Drivers

Goulding (2002) may suggest in completing the systematic data analysis of the Phase 2 interviews the research is beginning to build a critical mass of dimensions which can represent an emerging pathway. However, there may be danger in focusing down solely on some of the initial thoughts and concepts outlined during Phase 1 review. Therefore, there was an initial decision to review the interrelationships of the three key themes identified during this phase of the research. This provided the opportunity to broaden the thinking around the theoretical framework being developed through the

research. In following this school of thought, a closer review of the data between the three themes of *Purpose (Driving force behind what organizations are established for)*, *Compact (A compact of shared values and goals)* and *End Product (What is seen by others through actions and the manner in which actions are carried out)* allowed some developing ideas to be modelled out utilising the N-Vivo model tool. Although, in developing such concepts there would be occasions whereby some of the earlier themes emerge as potential factors which contribute to the development of any theoretical frameworks. Diagram 7.1 provides an overview of some initial modelling relating to the theoretic framework and the relationships between the developing themes, emerging from the research data. It should be noted this model is purely development and intends to show how theoretical ideas have emerged and is not suggesting definitive model.

7.3.1 Compact Values Driver

The *Community Working Goals* relates to memos made during the analysis of data reviewed during Phase 2 of the field research. The research memo described how *Community Working Goals* could be thought of as ‘*What people in organization want to achieve, inspiring those individuals, in turn potentially driving values of the organization*’. The initial model suggested *Community Working Goals* influences the *Inspired* theme which had previously been identified in Phase 1. However, this relationship was a two way relationship in that the goals individuals aspire towards may develop and change, as the inspiration in the organization increases or potentially decreased. The rationale behind such relationships can be better understood when reviewing some of the data produced through the interviews.

“there was a series of responses that the aim of the organisation in that it had a clear benefit to others was a factor that inspired and that the other area of inspiration was the fact that the organisation could grow and develop and move forward in a positive way, rather than it being stagnant, that that was inspiring.” (Interviewee 1)

Interviewee 1 identifies the opportunity to make a difference, grow and develop the organization and how that can be seen as inspiring. When delving further into the background of such a statement, interviewee 1 was the Chief Executive Officer of the organization, whose remit is very much focused on sustaining and growing the organization. The initial link between aspiration and how this inspires initiated the

theoretic relationships between the two themes. This was further developed when continuing to review data from Phase 2 of the research. Interviewee 3 identified a 'buzz' for the work and how important that 'buzz' is for them to remain in post. This provided the basis for the interpretation of relationships between working goal of getting a buzz from the work and the *Inspire* theme of buying into a future purpose which has a wider community benefit.

"I get a buzz out of it. And, I think, the day I stop getting a buzz out of it, or maybe I start getting angry, or the day I start, then I've, obviously, lost something, or I've lost the belief that ... And then, I may have to look for something else." (Interviewee 3)

However, the model builds from this initial idea, suggesting the *Inspire (Buying into a future purpose which has a wider community benefit)*, theme is directly influenced by organizational *Purpose*, and *Compact*. Although the relationships are quite different, in the development model the relationship between the *Inspire* and *Purpose* themes are two way. The *Purpose* theme influences those *Inspire* aspects, however, *Inspire* theme does appear to have influencing aspects with broad *Purpose* theme. One example which provides an insight into this can be seen through one of the comments made by interviewee 4.

"It's the passion that keeps me going, it's the passion that keeps me binding, and it's the passion that makes me work over and above what I should be doing in my job role, to make a difference to them groups." (Interviewee 4)

The passion aspect described here very much fits in with the *Inspire* theme described, however the driving force behind the organization (in this case a VCS development organization) is to support other VCS groups, which in this example is clearly identified as a driver for that individual. Such relationships continued to be identified when reviewing the data through the N-Vivo analysis tool. Whereas, the *Compact* element of shared values and goals fed the *Inspire* theme of buying into future purpose which has a wider community benefit, either positively or negatively. A quote used earlier in the section may provide an insight into this school of thought.

"if you are doing something outside of what you feel comfortable to do, I am not talking about something challenging, but if it's something that isn't within your own comfort zone and it is something the organisation does then it will make people uncomfortable and people would not want to be part of that." (Interviewee 3)

The interpretation within this context relates to how individuals respond to behaviour, which may impact on the *Inspire* theme discussed, whereby an individual becomes uncomfortable in the actions, which contradict the values *Compact* and not wanting to be a part of that action/process. This presented the research with some theoretical development challenges, it appeared that that the *Compact* and *Purpose* themes were not directly linked, However, further review of the research data provided a potential link. Earlier in the section one of the interviewees identified, organizations do not have values, people have values.

“I mean the organisation cannot have values, the organisation’s values are those that are agreed by the people that have something to do with the organisation.”
(Interviewee 4)

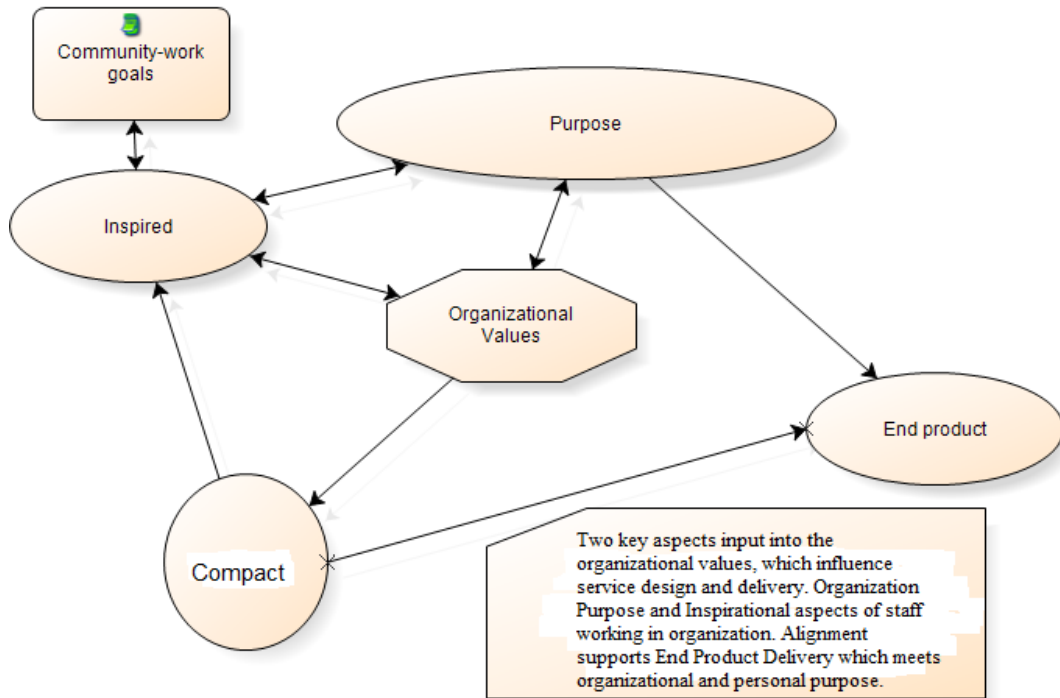
This point provided the potential link between the *Purpose* and *Compact*, the collective values of the staff provided the basis of the organizations values. This allowed the model to introduce the organizational values concept, which had two relationships with *Inspire* and *Purpose* themes, in turn providing a mechanism for the shared values and goals, which resulted in the informal *Compact*.

The final aspect of this development model involved the *End Product* (*What is seen by others through actions and the manner in which actions are carried out*) identified during Phase 2 of the research. The theoretic concept, suggests the *End Product* is very much influenced directly by the values *Compact* and *Purpose* themes. The informal *Compact* of shared values and goals influences the manner in actions may be carried out in organizations and how such action may be seen internally and externally. The association between the two have been linked through the analysis of the data, whereby N-Vivo relationship modelling identified *Compact* and *End Product* as *Drivers*, (*Provides foundation for relationship development*). Similarly, *Purpose* theme has identified a *Driver* for the *End Product* in how actions are carried out, particularly externally facing aspects of those actions.

This development model provided an opportunity to theorise around the three emergent themes for this phase of the research. However, once the process had been completed the research took the approach to review the concepts and ideas more

broadly with several of the earlier themes discussed during Phase 1 of the research process.

Diagram 7.1 Compact Values Drivers



7.3.2 Organizational Value Drivers

Following the outlined spiral approach of reflecting, reviewing data and emergent concepts; the compact values driver model was reviewed. The review process took a similar approach as implemented during Phase 1. Emergent themes were reviewed against the initial model proposed. Similarly to the earlier models, the study identified core themes which included *Individual* and *Organizational Aspects*. Diagram 7.2, Organizational Values Drivers model was developed, which incorporates the core themes from the initial Compact Values Drivers, Diagram 7.1. As previously stated the *Individual Aspects* may that be an inhibitor or driver has an individually staff member based focus on the concepts interactions. Similarly, the *Organizational Aspects* for either the inhibitors or drivers focuses more on the wider stakeholder and organizational elements of the concepts focus. In working through the model, the *Purpose* theme is very much an *Organizational Aspect*, when this theme is the basis of why the organization was established. This plays a critical factor in the initial

relationship with the *Individual Aspects* of the model. *Purpose* directly influences the *Inspire* theme, which sits within the *Individual Aspects*, whereby this is very much about the individual staff members. The previous model had indicated the *Inspire* (*Buying into a future purpose which has a wider community benefit*) theme continues to have interaction with *Purpose*. This is a two way interaction, *Inspire* is influenced from the *Organizational Aspect of Purpose* (*Driving force behind what organization is established for*), which contributes to the buying into future purpose in turn inspiring the individual. However, organizations change over time and *Purpose* theme evolves with the individuals within the organization. So the model suggests the *Inspire* theme influences *Purpose*. Although, this may not be immediate or as stated as an individual may suggested the *Inspire* theme influence the individuals there is a potential interaction taking place which works both ways. For this reason the model shows a dotted interaction, which indicates a much slower long term influence. The development of the model identifies both of these concepts as Action Drivers in which the themes provide a foundation for the growth and interrelationships of the concepts and themes within the model proposed.

In the revised model both *Individual* and *Organizational Aspects* have values themes incorporated, which are represented in green diamond shapes. The makeup of the values themes may vary, in this case the values which have emerged and are presented in the model are *Person Centred* (*Keeping the individual at the heart of what is done and how decisions are made*), under the *Organizational Aspects*. The rationale behind *Person Centred* values sitting within the *Organizational Aspects* relates back the earlier model presented in Chapter 6, which outlined the Person Centred Organization. The model presented earlier incorporated *Individual* and *Organizational Aspects*, as with this model. However, the resulting model proposed the Person Centred Organization, which has a broader focus on wider stakeholders and organizational, therefore, sitting under the *Organizational Aspects* of the model. Whereas, the *Community* (*Working with and for individual representatives encouraging involvement by all to increase opportunities for all*), had previously been identified in the earlier model presented in Chapter 6, as an *Individual Aspect*, which the theme remains to be, but in this model has been presented as a values theme. Rationale behind proposing the values themes within the model can be explained when reviewing some of the literature, discussed earlier in the thesis. The study identified and reviewed various

values theory definitions within Chapter 3.5.1, with Schwartz (1992) being identified as one of the leading scholars in values theory development. Schwartz (1994) stated

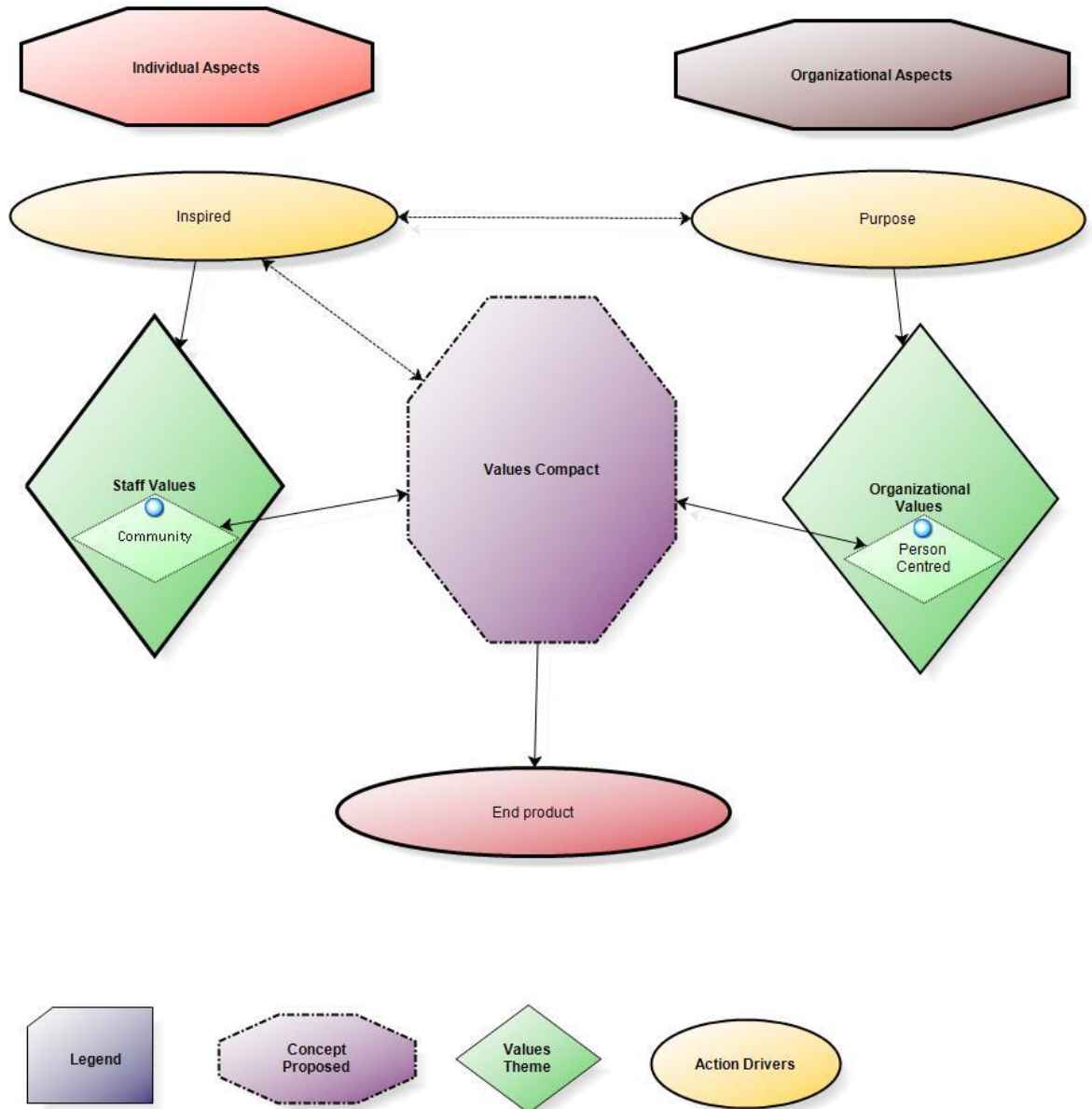
“values are desirable trans-situational goal, varying in importance that serves as a guiding principle in the life of a person or social entity.” (Schwartz, 1994)

There are several critical points within Schwartz (1994), definition which is apt for the current research. Values are desirable trans-situational goals, it can be stated the themes of *Person Centred* and *Community* are both trans-situational goals. In the context of the research the themes have emerged through the systematic analysis of data produced through the research activities. The interpretation of the themes has been very much within the realms of goals individuals and organizations aspire to achieve. *Community (Working with and for individual representatives encouraging involvement by all to increase opportunities for all)*, this can be stated is a goal which the staff aspire to achieve in the role they carryout, suggesting in Schwartz’s theory definition as one which falls within the remit of a values theme. Whereas, *Person Centred (Keeping the individual at the heart of what is done and how decisions are made)* may be seen as a broader organizational trans-situational goal, which is one the organization aspires to achieve, once again suggesting within Schwartz’s theory as a values theme. In both cases the values themes can be argued, are ones which act as guiding principles for the individuals and organizations concerned, further supporting the concept of them being values.

The *Individual* and *Organizational* values themes within the model proposed are brought together through the values *Compact*. The values *Compact*, being an informal mechanism to support the values alignment within the organization. This is the *lynch pin* for the model the value *Compact*, which has been described as the informal compact between the organizational values and individual values. The *Compact* provides a mechanism for two way relationship with the values, allowing the values themes to develop. In addition, the values *Compact* has an interaction between the *Inspired (Buying into a future purpose which has a wider community benefit)* theme, which supports the alignment between *Individual and Organizational* aspects discussed, which in turn may have a positive or negative influence on how the

Inspired theme supports the individual values themes and the inter-relationships with organizational values themes.

Diagram 7.2 Organizational Values Drivers



The values *Compact* plays a critical role in *End Product* (*What is seen by others through actions and the manner in which actions are carried out*). It may be argued the *End Product* is by no means a values theme; this is certainly not a trans-situational goal or is it a guiding principle. However, it can be stated *End Product* is the organizational behaviour/actions which is seen by internal and external individuals. Therefore, the values *Compact* influences how this may be carried out either in a positive alignment or misalignment of the *Individual* and *Organizational Values*

Themes. It would be noted this relationship is one way the *End Product* does not feed back into the values *Compact*, but is rather an outcome of the interrelationships between the earlier elements of the model.

7.4 Phase Two Summary

Phase two of the field research has provided the study with the opportunity to follow two critical aspects of Grounded Theory approach. Firstly, continue to build and develop emerging ideas and concepts from the rich data collected. Secondly, provide an opportunity to implement the spiral approach, to review and develop the ideas and concept proposed from the earlier stages of the study. Phase two systematic data analysis identified three key emergent themes which have arisen from this particular phase of the study. These being *Purpose (Driving force behind what organization is established for)*, *End Product (What is seen by others through organizational actions and manner in which actions are carried out)* and *Compact (A compact of shared values and goals)*, each theme evolved from the data with quite specific descriptions and focus. *Purpose* theme emerged as a factor which influenced the individuals within the participating organizations. In this context the purpose of the organization seemed to particularly influence those individuals within the study. This played a critical part in the model proposed in the latter part of this phase. Nevertheless, it became quite clear, organizational purpose influenced staff in why they worked and continued to work for the organizations they did.

End Product theme it would appear is not just how staff interact, but incorporate the actions of the organization in the decisions made and behaviours carried out, which may be seen by those inside and outside the organization. Therefore, suggesting this is not just an internal factor, but one which has a broader influence. The interesting observation relating to these particular two themes which have emerged at this stage of the research relate to the potential organizational process the two themes can be associated with. *Purpose* being the philosophical foundations the organizations are established for, whilst the *End Product* being how that purpose is transformed into actions and behaviours. However, what this observation highlighted is there would appear a considerable gap between the appreciation and understanding between the two themes.

Nevertheless, the continued analysis of the data produced during Phase 2 of the research provided the opportunity to examine other areas which may provide an insight into the gaps discussed. The theme which emerged through the continued analysis of *Compact* provided an opportunity to begin some theoretic development around such relationship/interactions. The *Compact* theme would appear an important development which unexpectedly emerged. Particularly, with the *Compact* being an informal mechanism which acted as a process to provide opportunities to share goals and values, which may be stated a supporting the values alignment. The nickname given to the *Compact* for the purposes of the study was *Alignment* since the values *Compact* provided a mechanism to bring together the broader organizational values and those values held by the individual within the organization. During the literature review Branson (2008) had identified values alignment as the fit between personal values and those of the team and organization. The current research would agree with this proposition but would add the mechanism in which this is facilitated within an organization is based around the *Compact* identified. This will be discussed in greater detail once the study has completed the review of emerging themes and concepts.

The continued emergency of several of the themes from the earlier phase of the research provided further support to begin some theoretic development to examine the gaps between *Purpose* and *End Product*. The initial modelling acted as a mechanism to propose various relationships and associations between the themes in an organic manner. Nevertheless, as with the previous phase a critical review of model allowed development of the elements and how the elements interact within the model.

The initial model although organic in its development provided some interesting links between the themes which emerged through the data analysis. *Inspired* and *Purpose* provided an opportunity to link the organization and individuals within the organization. This did appear to bring values into the fold which in turn allowed the *Compact* theme to interact particularly around the relationship between the *Compact* and *End Product*. However, this organic approach did raise some questions around the Values Compact Model, particularly when acknowledging the individual and organizational aspects, which were emerging. In reviewing the previous phase,

elements within the model, it seemed practical and useful to review the Values Compact model against these *Individual* and *Organizational* Aspects.

This approach supported the refining of the relationships between the themes whilst providing a clearer pathway through the proposed model, which linked two of the leading themes which emerged during this phase of the research. Particularly, when recognising the gap which was identified between the themes of *Purpose* and *End Product*, which was touched upon earlier within this section. The Organizational Values Drivers model, allowed the individual and organizational aspects to be clearly identified, whilst recognising the differing values of individuals and organization. In turn, allowing the introduction of the Values Compact into the research. The values *Compact* would appear to be the link, which facilitated the alignment or misalignment of values within the organizations. In turn directly influencing the *End Product* theme, which addressed the gap identified earlier between *Purpose* and *End Product* by providing a pathway through the themes.

The study would state at this phase of the research the emergent themes and concepts are beginning to take shape. However, before moving into a more in-depth discussion around these theoretical ideas; the research had previously identified some further field research phases. Therefore, the study would continue to follow this outline to ensure the Grounded Theory methodology and spiral approach allowed the research to reflect and develop these ideas further before embarking on the discussion.

8.0 Phase Three

The research has continued to follow the approach of reflecting on the data analysis at each phase of the research, as outlined in the Spiral Approach being implemented with the study. Phase 2 of the research would appear to have added to the emerging concepts identified during the initial phases of the research. Indicating, the approaches utilised during the earlier phases have been useful in delving into the emerging themes within the study, whilst providing the opportunity to hone and develop some initial theoretical concepts and ideas. Therefore, the study has made a conscious decision to follow the format outlined in these earlier stages. Firstly, outlining some emerging ideas and concepts within this particular part of the field research. Whilst, reviewing some of the collective themes which have been consistently identified or have re-emerged during this phase of the study. Following the ideas and themes review, the latter part of the section pulls together the ideas and themes in proposing some further emerging concepts and models.

As within the last chapter the study is not starting with a clean sheet, therefore, concepts and models from earlier phases may be incorporated or referred back to, in supporting the rationale behind the developing theoretical ideas proposed. Critically, the research is attempting to build the concepts and ideas systematically in order to provide an audit trail back to the data.

8.1 Phase Three Emergent Values Theme

This phase of the research continued to build on the questions utilised in the previous phase, Appendix V, interview questions. The rationale behind this was one which was very much to broaden the appreciation of values within an organizational setting. Particularly, when recognising the highest frequency words within the last section was values, as identified in Table 7.1. The study has already provided an outline of the data collection approach and systematic data analysis in earlier chapters. Nevertheless, the importance of maintaining the focus of the interview questions enables the research to follow the recommendation outlined by Goulding (2002) particularly when attempting to follow a Grounded Theory methodological approach. This will potentially allow the introduction of several new developments, particularly when recognising the values focus of the questions continued to be used at this stage of the study. As applied in the

last chapter the emerging ideas from the previous phases will not be ignored, they will be revisited in the latter part of the chapter, when the research builds on the theoretical interpretation of the data. This will then allow the research to bring together the collective aspects which developed through the systematic analysis at this stage of the studies research process.

8.1.1 Non-alignment

Through the questions and prompts within this phase of the field research, values theme were immediately identified within the research questions. However, one of the emerging themes which came out of the interviewees was not specific values, but rather how behaviours or actions impacted on the individuals within the study in a less than positive way. Individuals discussed how the actions/decisions of others impacted on how they looked at the individual and/or how they perceived the behaviour in a negative light. Interviewee 10 provides an interesting insight into this concept.

“I mean sometimes you get somebody who, they’ve made what you consider to be, er, poor value decisions, they’ve done something that you would never do because you don’t think it’s honest enough or integral enough or whatever and they’ve made that decision, er, for whatever reason and you, you know you react to that with your own values and say well I wouldn’t have done that .” (Interviewee 10)

Provides an example of reflective thought on other people’s actions and how they differ from the manner in which they would approach an action/decision. Particularly, how those individuals relate the negative action against their own values. The study identified this theme as *Non-alignment*, since it could be suggested there is certainly a case to propose there are at times quite different perspectives on values within the organizations. The research described the *Non-alignment (Opposing/differing goals within the workplace)*. The rationale behind focusing solely on the workplace related to how those individuals discuss the decisions of colleagues in work related actions/decisions.

Table 8.1 Non-alignment Theme Description

Name	Description	Nickname
Non-alignment	Opposing/differing goals within workplace.	Friction

There was at times a *Non-alignment* between what they have had to do in the workplace against what could be argued are their own values.

“I don’t like it at all. There were a couple of times when, er, perhaps I had to stretch the truth a little bit, em, in a work situation in order to not hurt people’s feelings. I, I felt very uncomfortable doing that.” (Interviewee 9)

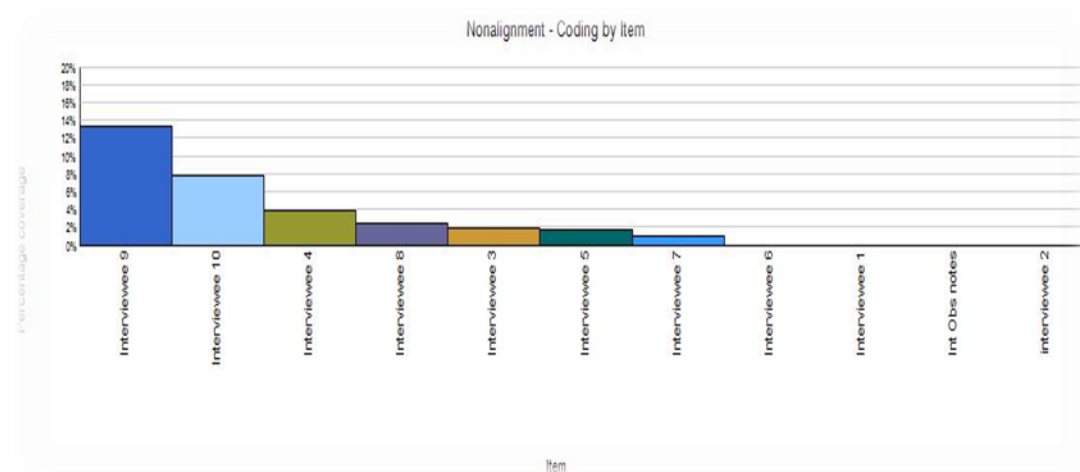
Particularly, when recognising how this impacts on their perception of the situation, which in the examples provided are very much against their values base. Although, within the analysis of the data Interviewee 10 does acknowledge the need to balance personal values with the needs of organization and it’s objectives before your own values in certain situations.

“yet sometimes when, you will have to put your own values aside because if your business is at risk or they are damaging something, your business in any way, then you have to act accordingly. Your personal values may be put on the back bench.” (Interviewee 10)

This once again would suggest an element of *Non-alignment* within the workplace, although the study would suggest there are two aspects to this *Non-alignment* one is reflecting on other peoples actions/decisions, the other reflecting on the individuals own actions/decisions. However, in both cases there would appear an element of negative perspective on those actions/decisions made. In recognising the negative aspects the study provided the *Non-alignment* theme with the nickname of *Friction*, since there appeared clear friction between the values and goals which occur when working within an organization.

The development of this theme, provide an opportunity to review the earlier data from the field research. The opportunity to review this theme with earlier data was recognised as allowing thorough appreciation of the theme, Graph 8.1 *Non-alignment Coverage* provides a graphical overview of the coverage of the theme in all the interviews carried out at this stage of the study. The table shows that the coverage in interviews 9 and 10 is considerably higher. Nevertheless, a further 5 of the 10 interviews carried out through analysis incorporated the *Non-alignment* theme, with only interviews 1, 2 and 6 not having *Non-alignment* identified within the data produced.

Graph 8.1 Non-alignment Coverage



One of the interesting development in completing the review came through interviewee 7, which recognised the differing values and how they do need acknowledging;

“I suppose that’s difficult, because you have to think of a value that I don’t believe in, that CVS might believe in, and then, try to put myself in that situation, to whether or not then I’d buy into it.” (Interviewee 7)

In this example there is clear thought around the potential of non-alignment, which suggests an open approach to the work values. In this instance, recognising the organizations possible values and taking an approach of applying them in the situation with the openness to potential buy in of values they feel benefit the organizations and doesn’t clash too much with their own values. Particularly, when recognizing the statement of ‘*put myself in the situation, to whether or not then I’d buy into it*’. However, the suggestion of values amendment to benefit work, is beyond this particular theme and will be looked into further on in the study. The important aspect is that the suggestion by interviewee 7 supports the *Non-alignment* theme.

One further point to discuss within the *Non-alignment* theme related to potential impact on the organization. Interviewee 5 identified the impact of the infighting and how this effects individual’s ability to focus on what the organization needs to do, rather than dealing with the infighting.

“it was almost a situation whereby there was too much infighting to actually er concentrate sufficiently well on what the organisation was there supposed to be doing.” (Interviewee 5)

The study would suggest when recognising the friction aspect of the *Non-alignment* theme, such in fighting can emerge from the opposing/differing goals found with the organization, which in this case have been related back to values. What can be suggested, there would appear on-going *Non-alignment* challenges within the organizations that may need consideration in order not to affect the ability of the organization to deliver services and meet organizational purpose objectives.

8.1.2 Values Recognition

The previous theme of *Non-alignment* stimulated some thought around the values acknowledgement within the data produced. Particularity, when at times it would appear values are consciously thought about within the workplace when reviewing the data produced at this stage of the study. This particular theme focused on the recognition of values by the interviewees, in a work and home context. The values recognition description provides an overview of the theme within the study. The study identified this theme as one in which the individual has recognised a *Moral Awareness* between home values and work values. This involved making a conscious awareness on the relevance of values by the interviewees, in differing situations.

Table 8.2 Values Recognition Theme Description

Name	Description	Nickname
Values Recognition	Recognising values in work and home context	Moral Awareness

The development of the theme would suggest you cannot turn values off and on when you like. Interviewee 10 would appear to indicate such a proposal when discussing values in the work place.

“I think I couldn’t do, I couldn’t separate them and say I’m not going to have these sets of values at work. You have to be a bit more hard-nosed sometimes about things.” (Interviewee 10)

However, it may be suggested at times in the workplace *the purpose of the organization/role* may need to be considered when applying values in approaching tasks/decisions. Whereby, the recognition of a value may be made by an individual(s),

but the application of the value may be reviewed due to the commitments/requirements of the role/organization. The study would argue this is values recognition or moral awareness, but the context of the value changes due to the environment may that be home or work based. It would appear interviewee 9 recognises the potential impact of the environment when stating the following.

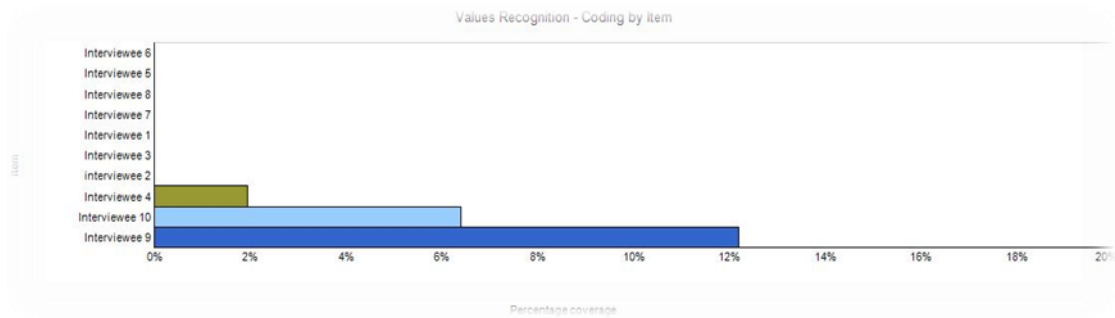
“So I suppose there are certain, a couple of things that may be, I feel, are stronger on my working side, but really don’t tap into the home side. But that’s purely because it’s a totally different situation and scenario. But I would think that all my values transgress across all of them.” (Interviewee 9)

Although, interviewee 9 does indicate values go beyond the boundaries of having only work and home related values. But there may be a case to suggest the priority of the values may fluctuate depending on the environment/situation individuals fine themselves in, may that be home or work.

In completing the analysis of the interviews during this phase of the field research, the study took the decision, as outlined within the spiral approach discussed earlier in the study, to revisit some of the earlier data utilising the *Values Recognition* theme. This did produce an interesting perspective in coverage. Graph 8.2 provides a graphical coverage of the *Values Recognition* theme across all the interviews taken place during Phases 1 – 3 of the study to date. This clearly shows that the theme has not emerged in the majority of data produced in these interviews. Only interview 4 suggests the *Values Recognition* theme as being identified, other than the two interviews which have taken placing during Phase 3 of the field research.

However, it does suggest that although values have been recognised within the study, this particular theme of values has not been as readily discussed by the participating staff members. However, there were examples within interview 4 which may be linked to this theme. Interviewee 4 identified potential opposing values between an organization and their own.

Graph 8.2 Values Recognition Coverage Across Phases 1-3 of Field Research



“If their values are totally opposed to mine, perhaps it may not be the best organisation to work with, if I want to get x, y and z done.” (Interviewee 4)

The study would suggest this statement supports the theme proposed whereby an individual acknowledges the values in a work context. The individual in this instance is clearly stating there may be occasions whereby values arise in the work place. The research would suggest there is an overlap between this particular theme and the previous theme of *Non-alignment* when reviewing this particular statement made. There would appear recognition of values in the workplace, which in this case has been proposed as one which may be opposing in nature from the individuals to the organizations. Nevertheless, this is something which may be discussed further later in the study, particularly when beginning to group the nodes/themes into broader categories.

8.1.3 Interpretation

In completing the systematic analysis of this phase of the research it became apparent there were examples of *Non-Alignment* and *Values Recognition*. Either of which acknowledged or incorporated values quite openly within the data. However, there were times when the interviewees were suggesting alongside the *Non-Alignment* and *Values Recognition*. There was a further element to values within the organizations, which was identified in the study as *Interpretation*, which involved the recognition of specific values and perspectives, but the application varied. This was nicknamed *Looking Glass*, every time someone looked through the looking glass they saw something different, in the organizational context, every time someone recognized a value or perspective it could be suggested as being different.

Table 8.3 Interpretation Theme Description

Name	Description	Nickname
Interpretation	Group recognition of specific values, perspectives, but application varies.	Looking glass

The development of this theme initially emerged from the discussion with interviewee 9, who stated the following during the interview.

“I must admit I’m one of these people that finds it very difficult to look at their own values. Because I’m not sure what values are.” (Interviewee 9)

The point in which the individual openly came out and stated ‘*I’m not sure what values are*’ planted the seed about differing interpretations; with that in mind, it could be difficult to state when you see values in action how that may be interpreted, especially when the individual may not be clear on what values are. This stimulated some thought around this theme of *Interpretation*. Further analysis identified the possibility of assumptions in the interpretation of values. Interviewee 10 discussed the lack of relevance of others outside the organization understanding the organizations values. However, they suggested such individuals may ‘*more or less*’ have an idea through the working relationship developed.

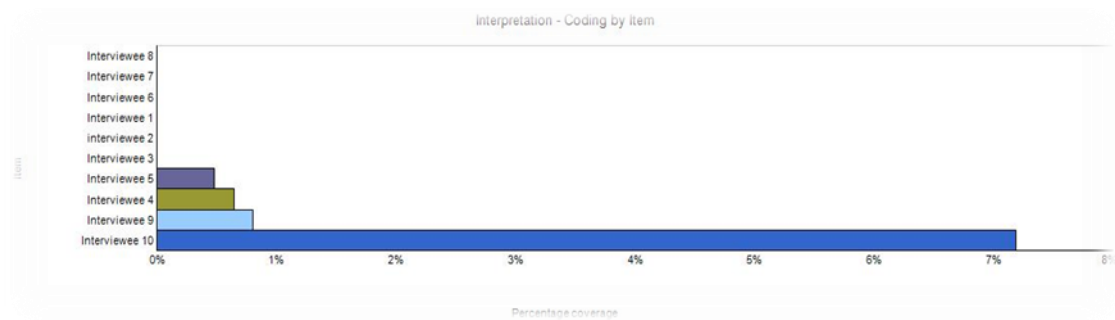
“I don’t think it’s important that you, that people outside of organisations understand the work, your work values considerably and that they, if they are dealing with you they have sort of more or less got an idea of what you will do, what you won’t do, what your thoughts are.” (Interviewee 10)

This suggestion of ‘*more or less*’ does leave such assumption very much open to interpretation, which may have wider implications over time, particularly, when not attempting to state any values internally or externally. This could leave both the individual and organization confused and/or unclear on expectations. When reviewing the previous data during Phases 1 and 2, the theme emerged during the interviewees with, Interviewee 5. Who indicated there may be varying interpretations of values in an organizational context, but this is supported by the wider society values.

“not everyone would have to have exactly the same interpretation of those but you know totally outside those and then the values, the norms and values of society that are there, it’s a consensus of what is erm correct and appropriate.” (Interviewee 5)

In further analysis of the earlier interviews, there were limited examples of this *Interpretation* theme in the majority of the interviews. Graph 8.3 provides a graphical example of the earlier interviews whereby the analysis of the data identified the *Interpretation* theme. Interviewee 4 and 5 appeared to identify aspects of the interpretation theme, with none of the earlier or later data being associated with the theme.

Graph 8.3 Interpretation Coverage Across Phases 1-3 of Field Research



Nevertheless, there can be various reasons why this would be the case, with the type of questions asked at that stage of the research. Literature would suggest that when working with Grounded Theory, prevalence of themes emerging are not necessarily a deciding factor in the importance of any such themes (Goulding, 2002). Therefore, just because the coverage of a theme within the data is not high does not mean the relevance of the theme is any less important. In fact, it can be argued low coverage of a theme or concept, may add to the relevance of the theme within the study. Bazeley (2007) indicates the search for patterns and themes within social research can be challenging, particularly when recognising there are times when researcher are looking for less rather than more when it comes to themes in the data.

8.1.4 Self Direction

The final theme which will be presented out of Phase three focuses on the actions individuals take. In this context the theme relates to the ability to take positive actions individuals make in responding and acting upon their beliefs rather than it being a definitive positive or negative. The study referred to this as *Self-Direction (Ability to*

take positive action around self-beliefs); with the nickname *Independence*. This being very much an individual perspective rather than an agreed collective understanding.

Table 8.4 Self-Direction Theme Description

Name	Description	Nickname
Self-Direction	Ability to take positive action around self-beliefs	Independence

The concept emerged when reflecting on one of the statements made by Interviewee 10 who stated.

“they will tell me if they think I’m making a bad decision and I accept their guidance. I don’t always do as they tell me to do but I do accept it.” (Interviewee 10)

The interesting aspect in the statement relates to several points, the interviewee acknowledge that others may agree or disagree, which they recognise, but it does not influence the decisions/actions they may take. Indicating they are comfortable with their decisions/actions, but also they believe they are the right actions for them to take in that particular situation; suggesting an element of independence and self-direction, which the study decided to utilise as the themes nickname and name.

With the emergence of the theme, the study began to reflect on some of the earlier interviews and the possibility of such a theme being present within the data. In carrying our further analysis of the transcripts the study identified additional examples of the theme throughout the earlier phases completed. Interview 1 appeared to discuss the theme of *Self-Direction* when stating the following;

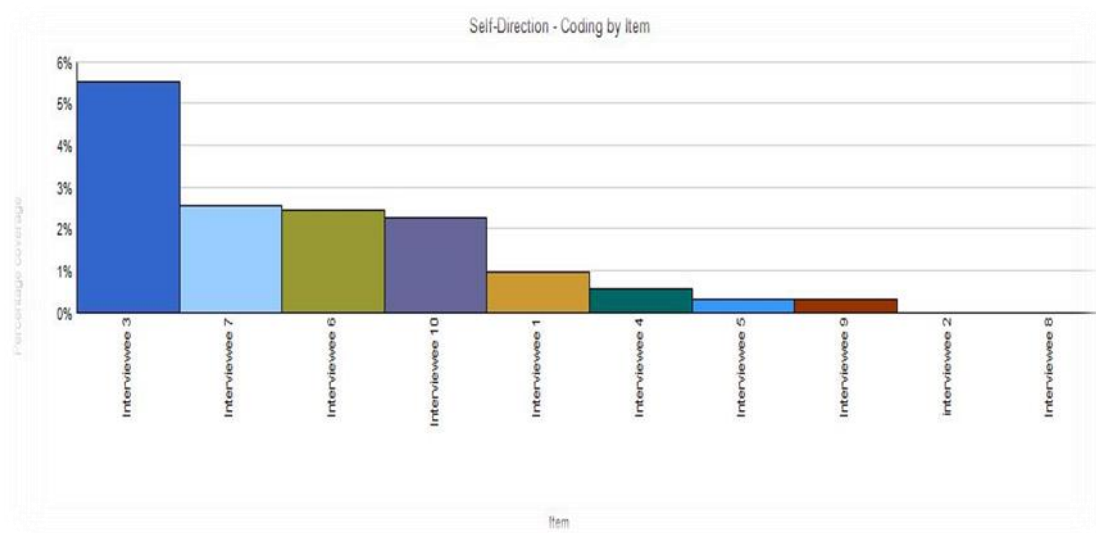
“the flexibility to use their initiative, to take positive action without being held back or going through a bureaucratic system to make decisions, that they were able to respond to situations and come up with ideas and feel confident that they’d be supported regardless of the outcome of those ideas. If they worked, if they weren’t as successful as anticipated, but at least they were given the opportunity to do so.” (Interviewee 1)

The study would suggest that the aspects of *Self-Direction* theme can be found throughout the statement. Particularly, when indicating the possibility of using their ‘*initiative to take positive action*’; that those individuals can ‘*come up with ideas*’; and

‘at least given the opportunity to do so’. The study would propose such suggestions fit in with the theme of ‘ability to take positive action around self-beliefs’.

Following the continued analysis of the theme within the earlier phases a review of coverage across the data collected to date identified the theme across 8 of the 10 interviews carried out. Graph 8.4 outlines the interviews the theme appeared in and the relevant coverage within each of those interviews.

Graph 8.4 Self Direction Coverage Across Phases 1-3 of Field Research



The coverage is mixed across the themes, nevertheless the themes presence in 8 of the 10 interviews would suggest a relatively common theme within the data. Certainly, when considering previous theme of *Interpretation* was identified in 4 of the 10 interviews to date. Nonetheless, the research has already identified that prevalence of theme may that be high or lower within the current study does not substantiate one theme more or less than another. Particularly, when working in a Social Constructivist philosophical perspective as the basis for the research. However, what Graph 8.4 does indicate is that interview 3 has a higher coverage when compared to other interviews. When reviewing the interviews the higher coverage in this case, may be related to the individual who was been interviewed at the time. In this instance, interviewee, is one of the senior managers in the organization participating. There may be an argument which would suggest that an individual in senior management posts would consider themselves as being in a position who are able to truly carryout *Self Direction*

approach in taking actions around their beliefs. However, it should be note when reviewing the transcripts, there is considerable reference to staff being able to take a *Self-Direction* approach, rather than themselves.

“Supporting staff to enable them to use their own values to prompted the organisation. I talked earlier on about that you are not going to stop somebody doing what they feel is right, that you are not going to stop somebody doing what they feel is right within certain guidelines of course, health and safety etc etc, but you know you actually support the fact they want to deliver a good service. (Interviewee 3)

The study would suggest that the *Self Direction* theme is one which potential feeds into the values system within the organization. Since, this is one which would appear to be acknowledged at various levels of responsibility within the organizations.

8.2 Phase Three Collective Theme

During previous sections of the study the research has reviewed collective themes which have continued to emerge within the data analysis. This section of the research has already identified how emerging ideas can develop from earlier parts of the study. Therefore, the continuing emergence of some of the themes which have previously been identified does provide an interesting development with such themes being core aspects of the concepts and ideas emerging from the data.

The coverage of the themes across the 2 interviews can be seen in Table 8.5, which provides an overview of the 4 core themes and coverage across the transcribed interviews.

Table 8.5 Re-emerging Themes Coverage

	Community	Compact	Person Centred	Purpose
Interviewee 9 Coverage	0.98%	8.71%	4.99%	3.01%
Interviewee 10 Coverage	1.52%	1.68%	4.29%	2.00%

In reviewing the coverage of the 4 themes, this fluctuates across the interviewees. However, what can be observed in this instance *Person Centre*, *Community* and *Purpose* coverage are fairly balanced between the 2 interviews. With the difference in coverage being less than 1% across the three themes, however *Compact* coverage

varies approximately 7% in the coverage of the themes between the 2 interviews. Goulding (2002) may suggest this indicates patterns of themes, which allow theoretical developments of ideas, from the data sources. The theoretical analysis of the patterns which have emerged from the data, suggests a consistency in the themes during this phase. However, how the consistency of *Person Centred*, *Community* and *Purpose* themes relates to the development of the theoretical ideas is an area which needs further consideration. What can be said about the 3 themes identified during the earlier systematic data analysis phases is that each theme played a critical part in the theoretical development of several of the models proposed. What this does suggest is that there are further opportunities to theorise the themes within the emerging concepts during the phase three of the systematic data analysis.

Nevertheless, it could be argued the inconsistent coverage of a *Compact* is a further pattern, which can add to the theoretical development of the ideas and models emerging from the data. It would certainly be rash to suggest the fluctuating coverage is an issue in the previous models proposed or that there is little relevance of the themes in the developing theoretical ideas and models. Bazeley (2007) may indicate this is part of the theoretical development process, rather than a definitive 'set in stone' process.

What can be proposed is that yes, there are fluctuations in the coverage of the collective themes which have been identified during this phase of the systematic data analysis process. Nevertheless, this is no different than many of the ideas and themes which have emerged during earlier phases of the systematic data analysis. The important aspect of recognising fluctuation in coverage, is to support the theoretical development and links to the data sources in which the theory has emerged. Not that the coverage substantiates any ideas or concepts, particularly when recognising the philosophical basis of the current study, which is one that does not follow a positivists approach.

8.3 Developments of Models

Following the recommendation outlined in the earlier phases, of not focusing down too much on previous concepts. Since this may potentially limit the ideas and models which may emerge from the data. The study took the approach to develop some new

models which incorporated the leading themes from this phase of the research. These being a new concept idea which incorporated the *No-alignment (Opposing/differing goals within workplace)*; *Values Recognition (Recognising values in work and home context)*, *Self Direction (Ability to take positive action around self beliefs)* and *Interpretation (Group recognition of specific values, perspectives, but application varies)* themes. However, it would be inappropriate to ignore some of the themes which have been identified and utilised in the earlier models. But rather review and reflect on how the recently identified themes may support and/or add value to the earlier themes discussed. In turn, further developing ideas which emerged during this phase of the research, which Goulding (2002) would indicate is following the guiding principles of Grounded Theory proposed within the study.

8.3.1 Organizational Alignment Process

The concept model initially proposed during this phase of the study is very much focused on the 4 concept ideas which have been pulled out of the data. In modelling the themes the study began by reflecting on potential process stages the themes may fit within, particularly, around linking the themes within a model which brings together a proposed concept. Diagram 8.1 provides a development model which proposes a process utilising the 4 emergent themes identified. However, during this phase of the study the emergence of *Non-Alignment (Opposing/differing goals within workplace)*, provided an opportunity to incorporate a theme identified earlier in the study into a potential development model. This being *Alignment (Working towards and achieving outlined goals)*. *Alignment* was identified during the first phase of the study, which to date had not been incorporated into any of the developing models. However, the rational to introduce this theme into this developing model, is very much based around the opposing aspects of the two themes. One theme is very much a collective agreement, which in this case is referred to as *Alignment*. The other being opposing goals between groups and/or individuals within the workplace; referred to in this instance as *Non-Alignment*.

Out of the 5 themes, *Values Recognition (Recognising values in work and home context)* provided a starting point in the model concept. The discussion earlier in this section recognised a moral awareness between home values and work values. This

involves making a conscious awareness on the relevance of such values in differing situations. This conscious awareness of values plays an important part in the model, since before any further steps in the organizational alignment process can take place, initial recognition of values is essential. Otherwise, there would be little credibility in any discussion around values application or development in organizations if there is not recognition.

The next stage of the process model involved the *Self-Direction* theme since the focus of the theme is very much an action taken by individuals which is focused on self.

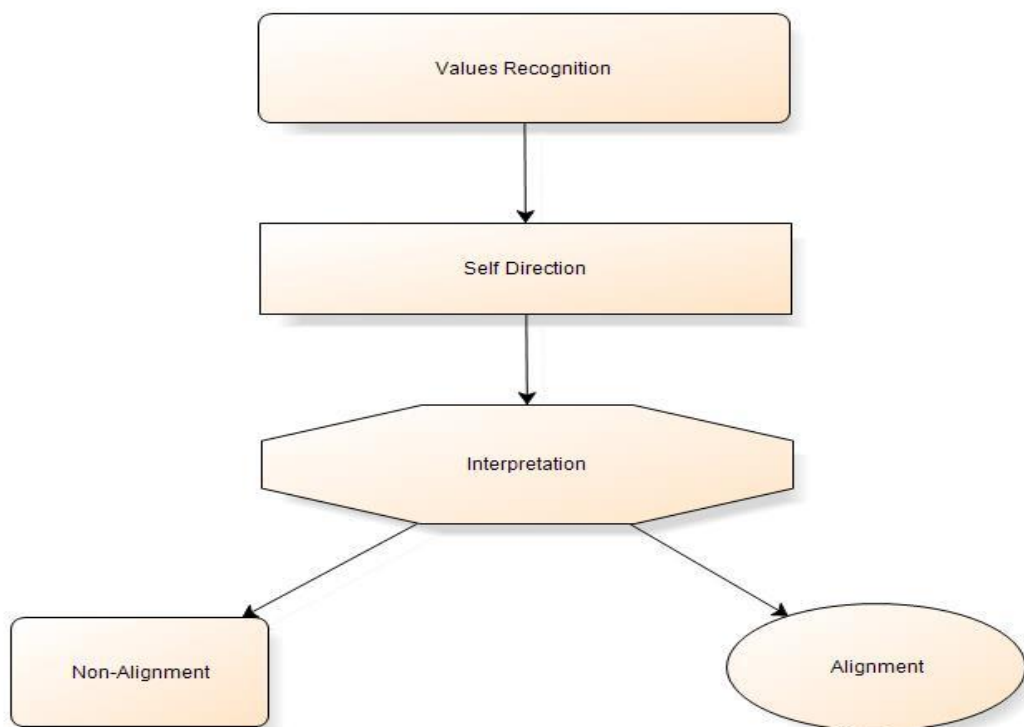
‘Supporting staff to enable them to use their own values to prompted the organisation. I talked earlier on about that you are not going to stop somebody doing what they feel is right within certain guidelines of course,’ (Interviewee 3)

The above quote provides an insight into why the study decided to take the step to initiate the model with *Self Direction*. Interviewee 3 makes reference to individuals taking actions which they feel is right, not necessarily what is wanted and/or expected in certain situations, so long as it sits within certain guidelines laid out by the organization. Therefore, in this developing model of how a potential organizational alignment process may take place. The *Self Direction (Ability to take positive action around self-beliefs)* would appear to be an intricate part of the potential process. Whereby, individuals may take actions which enhance/support their beliefs rather than what is expected/wanted. This led to the next process element within the model, whereby the *Self Direction* theme led into the *Interpretation (Group recognition of specific values, perspectives, but application varies)*. The rationale behind this element of the process model following *Self Direction* is based around the individual and group aspects. *Self-Direction* is very much an individual based theme. Whereas, the *Interpretation* theme is a slight mix of group and individual elements. There is group recognition of specific values perspectives. However, the application of the values perspectives varies, which the model proposes is influenced from the *Self Direction* element within the model.

What is particularly important within the *Interpretation* theme is the group recognition of particular values, but the application varies, which provides the next stage of the process. Whereby, the application results in either *Alignment (Working towards and*

achieving outlined goals) or *Non-alignment* (*Opposing/differing goals within workplace*). The alignment elements are in fact the resulting outcome of the *Interpretation* theme. Whereby, *Interpretation* is suggesting a possible difference in how the earlier elements of the model are implemented. At this point the model was not developed any further, although further reflection on the model in comparison to some of the earlier models was completed but will be discussed further in the next section of the study.

Diagram 8.1 Organizational Alignment Process



However, the model does provide some initial links to literature which indicates individuals do have differing priorities in values frameworks (Davidov, et al. 2008 and Rokeach, 1973). In this proposed model within a works context the *Self Direction* (*Ability to take positive action around self-beliefs*), plays a crucial part in how individuals interpret and implement values within a work context. More detailed discussion around the models will take place in the Discussion Chapter; however initial links provides some insight into the rationale behind the models development.

8.3.2 Organizational Alignment Model

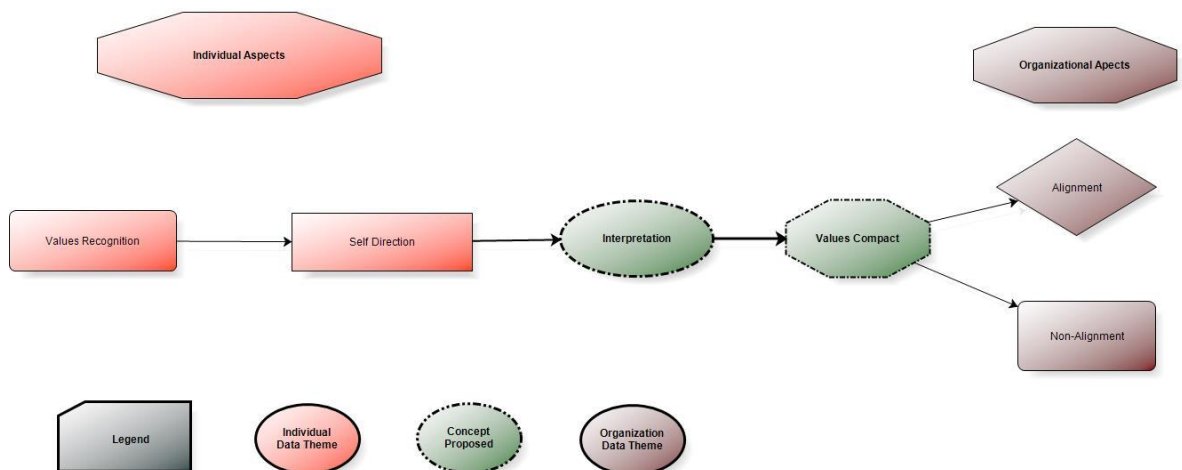
Having completed the initial development of the Organizational Alignment Process model, the opportunity to reflect on how this model may fit in with previous themes or add themes from earlier models provided the opportunity to develop some further theoretical elements. There were several aspects which could be incorporated into the model. Firstly, as previous models the study decided to review which components may be classed as individual and organizational. Diagram 8.2 Organizational Alignment Model, provides an overview of those elements, which in this case *Values Recognition* and *Self Direction* sat within the individual aspects within the model. The rationale behind this was very much based around the self-elements within each of the themes. The recognition of values in a home and work context can be classified as an individual based component. As previously stated, literature suggests that individuals place different priorities on values. This particular model suggests rather than placing differing priorities, individuals are recognising particular values they associate with, rather than prioritising. In a similar sense, the *Self Direction* is very much individually focused since it is about the individual taking action as a result of their self-beliefs. The organizational aspects have been identified as the *Alignment* and *Non-alignment* themes. The theoretical basis for this proposal is the outcome of the model is either working towards collective goals and/or having differing goals to those which the organization aspires to achieve. Therefore, although there are individual elements to the *Alignment* and *Non-alignment* the collective focus of the goals leans the elements discussed more towards *Organizational* aspects.

The additional theoretical elements added to the model related back to one of the earlier themes utilised within the Organizations Values Drivers model. The theme identified as being a potential additional element to the model relates to the *Compact* (*A compact of shared values and goals*). However, in this theoretical development the *Compact* acts as a linchpin between the potential *Alignment* and *Non-Alignment* within an organizational context. Whereby, the *Compact* may be a compact of shared aligned values and goals or a compact of non-aligned values and goals. In many ways this does add an element to the *Compact* theme, which had previously discussed how this informal agreement assists the organization. However, there may be a case to suggest individuals across an organization could have a compact of shared values and goals

which are not aligned with the organizations. The potential implication of this will be discussed further in the next section of the Chapter, as the model is further developed.

Nevertheless, the theoretic concept here is very much the *Interpretation* feeding into the informal *Compact* which is critical aspect of shared values within an organization. May they be aligned or misaligned with the broader organizational values. At this point in the study there appeared an opportunity to incorporate and earlier model into the Organizational Alignment Model: bringing together various aspects of organizational development components which potentially support the broader organizations services. Particularly, when recognising the resulting *Alignment* or *Non-alignment* would not appear to be the end of the model.

Diagram 8.2 Organizational Alignment Model



8.3.3 Values Alignment Voluntary and Community Sector Service Model

The previous sections within this chapter have provided a systematic outline of the developing alignment models from the research. Through the theoretical development the study proposed the initial model *Organizational Alignment Process*; following the approach of reflective consideration, as outlined in the *Spiral Approach*, during Chapter 4.2 Research Process. The study identified how the developing ideas could be enhanced when reviewing how previous models have been developed within the study. The studies credibility in making such recommendations lies in the systematic approach taken during the data analysis process outlined in Chapter 5.5 Systematic Data Analysis. The current chapter outlines how the emerging themes and ideas are

linked back to the data. This is of particular importance when considering how previous themes utilised within the study could be developed. Especially, when acknowledging each theme within the model has been identified through the systematic data analysis and linked to specific data from the transcribed interviews. In summarising the latter parts of the previous section it had been identified the *Organizational Alignment Model* as one which had similar elements to previous models developed in the study but the final presentation of the model would appear to provide opportunities to add to the models components.

Diagram 8.3 Values Alignment Voluntary and Community Sector Service Model offers an overview of the accumulation of the previous two models with the additional elements in bringing in one of the earlier models discussed in Phase 2 of the emerging ideas and concepts. The Values Alignment Voluntary and Community Sector Service Model, incorporates the earlier Values Drivers Model Diagram 7.2, however, this broader model provides some further insight into the components which theorises how particular aspects to organizational services are influenced via values themes.

The model is made up of 6 elements which include;

- *Individual* overarching themes, which include, *Inspired* and *Staff Values*,
- *Organizational* overarching themes, which include *Purpose* and *Organizational Values*,
- Values Drivers, in this case *Inspire* and *Purpose* themes,
- Values themes, which are *Community* and *Person Centred* values,
- *Concept* aspect which includes the 6 themes of *Values Recognition*, *Self-Direction Interpretation*, *Compact*, *Alignment* and *Non-Alignment* and
- *End Product*, which has been split into *Aligned End Product* and *No-Aligned End Product*.

The model differs from the earlier *Values Drivers Model*, in several ways, however there are consistencies to the earlier model. As the *Values Drivers Model* had indicated the *Inspire (Buying into a future purpose which has a wider community benefit)* theme, which had been identified in Chapter 6.2 Phase One Collective Themes, initially this

had been identified from the earlier interviews, continues to have interaction with *Purpose*. This is a two way interaction, *Inspire* is influenced from the *Organizational Aspect of Purpose (Driving force behind what organization is established for)*, which had been identified as an emergent theme from the data during Chapter 7.1 Phase Two Developing Themes. The interaction within the model contributes to the 'buy in' of future purpose, in turn inspiring the individual. However, organizations change over time and *Purpose* theme evolves with the individuals within the organization. So the model suggests the *Inspire* theme influences *Purpose*. However, the additional aspect to *Inspired* and *Purpose* in this model incorporates the *Values Recognition* theme, which is linked via a dotted line relationship, which suggests a less direct relationship, but there is a slower less obvious interaction between the *Value's Drivers* themes of *Inspire* and *Purpose* on the *Values Recognition*, but there is one in place.

The developed model includes both *Individual* and *Organizational Aspects* which have values themes incorporated; those are represented in green diamond shapes. The makeup of the values themes may vary, in this case the values which have emerged and are presented in the model are *Person Centred (Keeping the individual at the heart of what is done and how decisions are made)*, under the *Organizational Aspects*, which had been identified as one of the first emerging themes from the data during Chapter 6.1, Phase 1 Emerging Ideas. The rationale behind Person Centred Values sitting within the *Organizational Aspects* relates back the earlier model presented in Section 8, which outlined the Person Centred Organization. The model presented earlier incorporated *Individual* and *Organizational Aspects*, as with this model. However, the resulting model proposed the Person Centred Organization, which has a broader focus on wider stakeholders and organizational, therefore, sitting under the *Organizational Aspects* of the model. Whereas, the *Community (Working with and for individual representatives encouraging involvement by all to increase opportunities for all)*, had previously been identified in the earlier model presented in Section 8, as an *Individual Aspect*, which the theme remains to be, this has been presented as a values theme. However, as with the *Values Drivers* the values themes relationships have changed in comparison to the earlier *Values Drivers* model. Rather than feeding into the *Compact*. The *Values Drivers* are interacting with the *Values Recognition* theme, which now has 4 varying relationships from themes within the model, which had previously not been identified. The relationships vary in intensity from obvious

values influence on the *Values Recognition*, to less obviously indirect influences from the *Inspired* and *Purpose* themes which have emerged from the study.

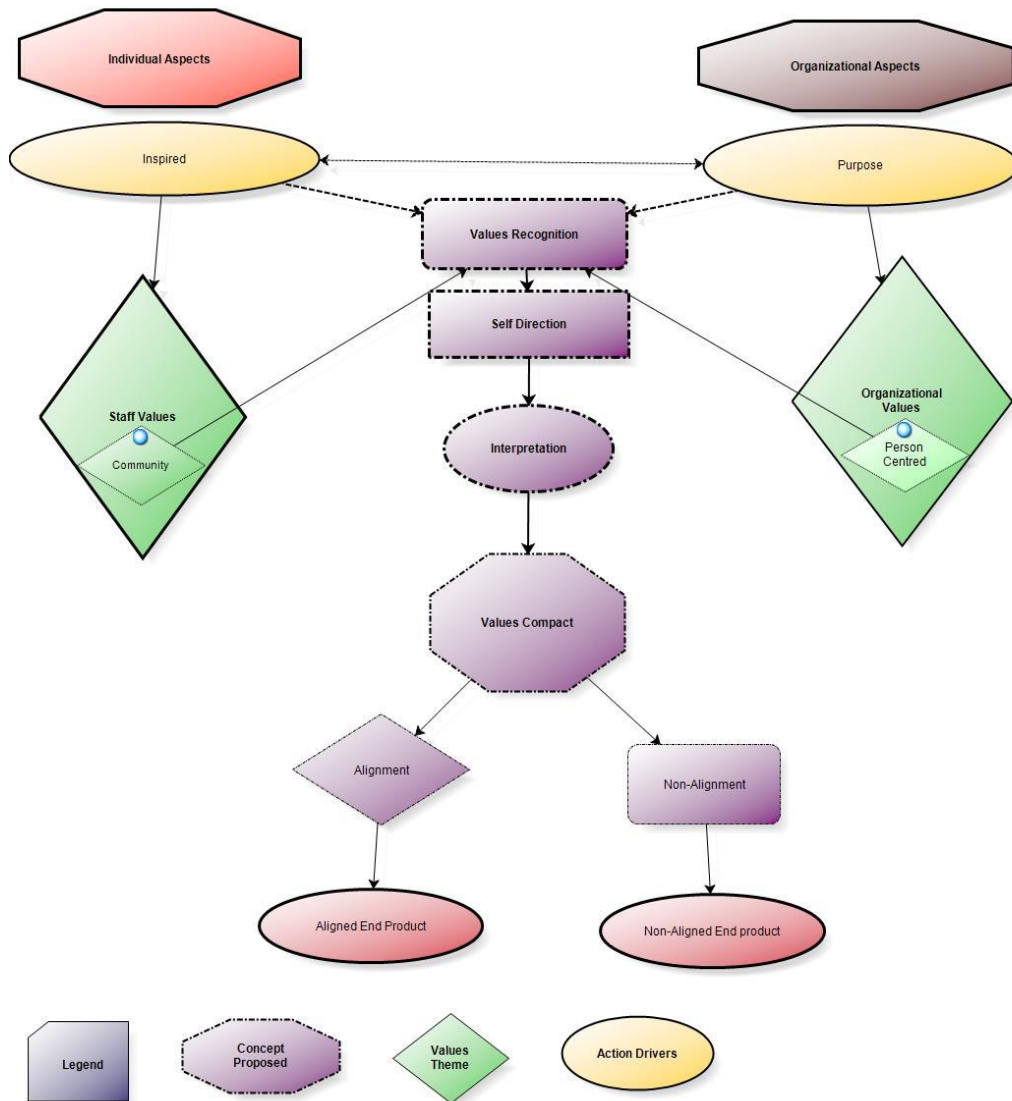
The relevance of these relationships are important in that the previous model had identified *Values Recognition (Recognising values in work and home context)* provided a starting point. The discussion earlier in this section recognised a moral awareness between home values and work values. This involves making a conscious awareness on the relevance of such values in differing situations. This conscious awareness of values plays an important part in the model, since before any further steps in the organizational alignment process can take place, initial recognition of values is essential.

This point in the model the process and relationships between the themes follow those outlined within the Section 8.3.2 *Organizational Alignment Model*, up to the *Alignment* and *Non-alignment* phase in the model. However, at this point in the model the *Compact* acts as the conduit for the theorised shared alignment or non-alignment of values. However, this in itself is not the end of the model. A further theme was introduced into the development model from earlier in the study is the *End Product (What is seen by others through organizational actions and manner in which actions are carried out)*, which was initially identified during chapter 7.1.2. Although, unlike earlier application of the theme the influence of *Alignment* or *Non-alignment* results in the *End Product* theme from earlier in the study being split into *Aligned End Product* or *Non-Aligned End Product*. Nevertheless, the importance of this theme is very much based on the actions aspect and how actions are carried out and seen by others. During this phase of the model, it is important to note this is an organizational/collective *End Product*, rather than individually based; may that be aligned or non-aligned.

The model is suggesting that internally and externally the *End Product (What is seen by others through organizational actions and manner in which actions are carried out)*, will be seen as actions which meet or don't meet the rhetoric of the organization with regards to *Purpose* and stated organizational values. The implication of such a proposal may be the commitment element of staff in carrying out the services provided by the organization. Since, they may interpret such service/approaches as ones which

meet or don't meet their expectation of the organization; in turn, impacting on their commitment as a member of staff or possible service user/customer.

Diagram 8.3 Values Alignment Voluntary and Community Sector Service Model



The beginning of the section identified how the model proposed is an accumulation of previous concepts within the study. Taking this into consideration it should be noted through the systematic data analysis the research has outline within Chapter 5.5. The study has endeavoured to ensure the themes and concepts have been linked back to the data. The links back to the data in the earlier sections are still relevant during the theoretic development and discussion for the developing theory. The practical importance of the model will be discussed in more detail during the Discussion

Chapter 11.0. However, the possible implication of the model are considerable when considering implementing Organizational Development approaches in an organization, particularly when developing values based services/approaches in order to meet the organizational purpose.

8.4 Phase Three Summary

Phase three of the research continued to support the Grounded Theory approach the study is implementing. The opportunity to develop new and build on previous conceptual ideas from the data within the study indicates a theoretical framework which is systematic and conceptual. The initial part of the phase was very much about focusing on the emerging elements from the data. Allowing new themes and ideas to surface, which in this case where themes which were very much values focused. This being quite different from the earlier phases of the research, which were not quite as obvious with regards to the value links. The initial themes involved aspects of values either in the expectations of values behaviour, interpretation and or actions of individuals and others. This provided some interesting developments in the study, which began to indicate multiple values and actions through values occurring across the organization, in an uncoordinated approach, but that there are possible interactive processes which are occurring around these themes. In this case themes such as *Non-Alignment*, *Values Recognition*, *Interpretation* and *Self Direction* all had values aspects may that be either be direct or indirect elements of recognition or action.

The next part of this phase allowed further reflection on several of the earlier themes which have emerged once again during the data analysis during this phase of the study, in particular, those themes which have consistently emerged through the earlier parts of the study. The purpose was not to review the themes focus or if there where changes in the themes focus but more about recognising the presence of the themes in the data and the varying coverage of such data. This provided the study with the opportunity to discuss the relevance and non-relevance of coverage of themes in the research and how this may or may not influence the theoretical development of models through the research data. The main factor here was not necessarily the core themes discussed which are relevant in the model developments proposed. But the coverage may that be high or low does not dictate the importance of the theme within the

research. Particularly, in a study applying Social Constructivism approach, rather than a Positivist approach that would be more interested in prevalence of themes, rather than concept and ideas.

The latter part of the chapter brought together the various themes and concepts together, firstly in a standalone concept which focused on a potential Organizational Alignment Process. This involved the themes which had emerged during this phase of the study. The initial model, modelled the themes together in a process, which linked together the various values elements to better appreciate the potential interaction of the themes in influencing the *Alignment* or *Non-alignment* of values themes in organizations. This provided further opportunity to review some of the earlier themes and models, which have been developed from the data, to better understand how this model may enhance some of the earlier theoretical ideas. This resulted in the proposed Organizational Alignment Model which introduced the *Compact* theme into the model. The purpose of this was to better appreciate how the resulting *Alignment* and *Non-alignment* may be a result of an informal *Compact* of shared values, which may be aligned or misaligned with the organization. The development provided the opportunity to introduce the *Individual* and *Organizational* aspect which have emerged as a common theme in some of the earlier models of the study.

The final model (Diagram 8.3) proposed within this section involved bringing together an earlier model developed from the previous chapter into a broader alignment model. This resulted in the Values Alignment Voluntary and Community Sector Service Model, which incorporated the Organizations Values Drivers Model and the previous Organizational Alignment Model. The critical point to acknowledge around the models relate to the various components. All the components have been initially identified from the data and the theoretical development of combining these into the models has been a key part of the theoretical aspect of the research. This has resulted in an amalgamated broad model which provided further insight into the potential process and mechanism in linking the *End Product* and *Purpose* themes: particularly focusing on the actions and behaviour of the organization as seen both internally and externally against the philosophical aspect of the organizations *Purpose*. This was not the end of the research process and a further phase of data collection was carried out, with the emerging ideas and concepts being discussed in the next chapter.

9.0 Phase Four

The final phase of the study provided an opportunity to not only collect further data and review several of the emerging themes which have developed through the study. This final phase provided the study with the opportunity to review all of the emerging themes throughout the study and put forward some further collective ideas from the research concepts. There was a conscious decision to re-visits the questions carried out during the earlier phases of the field research. The rational for this is one which was very much focused on the Grounded Theory approach of continuing to collect data until a point of saturation (Goulding, 2002). Phase 2 and 3 of the research had been a phase where a considerable amount of emerging ideas had developed, therefore a conscious decision was made to use those questions and approach in the final phase provided the study with an opportunity to saturate the data produced. However, in following the spiral approach which has been implemented throughout the study; utilising the Phase 2 and 3 questions. Enabled the research to probe further some of the areas the research has built an interest in gauging a broader understanding of ‘why individuals work for such organization’ and ‘what values are in those organizations’.

The ideas and themes presented during this phase of the research will be presented in a manner quite different from the earlier sections. The previous sections have provided a rationale and link back to the data. This being of critical importance to ensure the concepts presented have credibility. However, rather than re-presenting such themes, which have been presented in the previous section. The study will be working in a more theoretical manner reviewing concepts and ideas whilst presenting further concepts and ideas which have emerged from the themes identified. Nevertheless, any new emergent themes will be presented, which add value to the theoretical aspects the research is presenting.

9.1 Collective Themes

The analysis process at this stage of the study continued to reflect on the emerging ideas and concepts from the data sources. This provided the research with a collection of various themes and ideas which had been developed not only through this phase, but all of the previous phases. Rather than viewing each theme as independent ideas/themes the study began to reflect on broader categories. This allows the research to begin the process of clustering themes, Bazeley (2007) refers to this process as tree nodes, which supports the development of additional theoretical ideas and concepts. Bazeley (2007) discusses how tree nodes provide a structured hierarchy to catalogue data sets, and nodes. Tree nodes are a collective grouping of various themes, which have been identified out of the data, but have collectively been grouped to provide an overarching theoretical idea. This approach was discussed in detail during Chapter 5, whereby the theoretical ideas which develop from identified themes from the data, which ensure there are strong relationships between the theory and themes particularly how such theory is very much grounded in the data. That then enables the research to explore connections between concepts, whilst providing the research with broader theoretical links, which is once again grounded in the data. This is of particular importance at this stage of the research since the study has already begun to theorise from the themes and ideas which have arisen from the data. However, it can be noted that this process had previously been applied during Chapter 6.4, Phase 1 of the emerging ideas and concepts. When the study presented the *Inhibiting Factors*; in this case the common aspect were presented as a cluster of factors which may inhibit the organizations development.

This approach is very much the approach the study took when reviewing the collection of themes which had been identified through the studies systematic data analysis process, discussed in Chapter 5.5. The process involved reviewing the themes to identify some common aspects, which may be utilised to cluster the themes into broader collective concepts. Any theme which appear during this section have been identified utilising the process discussed in the Chapter 5.5, Systematic Data Analysis and followed the same principles which have been presented in linking the ideas and concepts back to the data in the earlier parts of the emerging ideas and concept

chapters. The following sub sections of the chapter will provide an overview of the core clustered identified.

9.1.1 Organizational Values Connectors

The study reviewed the themes within the research which appeared to support connection of values across the organization. In developing this concept the study identified value related themes through the systematic data analysis and proposed the following concept.

Table 9.1 Organizational Values Connectors Collective Theme Description

Name	Description	Nickname
Organizational Values Connectors	Aspects which involve development of value interrelationships with colleagues within work context.	Pals

The Values Connectors emerged from six themes previously identified through the study. The themes involved the connection or non-connection of values in some way. Table 9.2 identifies the values related themes which make the collective Organizational Values Connectors. These themes have all emerged out of the transcribed interviews, which has been achieved following the systematic data analysis processes outlined in Chapter 5, with many of them being discussed earlier in the studies emerging ideas and concept chapters.

Table 9.2 Organizational Values Connectors Collective Themes Description

Name	Description	Nickname
Compact	A compact of shared values and goals.	Alliance
Alignment	Working towards and achieving outlined goals,	Fulfilment
Values Recognition	Recognising values in work and home context	Moral Awareness
Non-alignment	Opposing/differing goals within workplace.	Friction
Interpretation	Group recognition of specific values, perspectives, but application varies.	Looking glass
Dynamic Values	Values which develop and grow through varied life experiences	Organic

The rationale for the Organizational Values Connectors collective theme is very much based on the interrelationships employees have around values within an organization; may that be in a positive or negative perspective. Each individual component of the

theme proposed involves an interrelationship with values either with colleagues or personally through recognition of values. The *Compact* theme which was originally identified during Chapter 9.1 Phase Two Developing Themes; the idea around the compact related to the informal agreement around values, which seemed to be emerging from the data. The example used earlier in the study provides a good example of this;

“I mean the organization cannot have values, the organization’s values are those that are agreed by the people that have something to do with the organization.”
(Interviewee 4)

In a similar way *Values Recognition Theme*, was first discussed in Chapter 8.1.2, Phase 3. Whereby, the theme emerged from the data in the context of individuals recognising values in work and home context. An example of this within the data can be seen from a quote provided by Interviewees 10;

“I think I couldn’t do, I couldn’t separate them and say I’m not going to have these sets of values at work. You have to be a bit more hard-nosed sometimes about things.
(Interviewee, 10)

Even though each theme does have differing focuses and applications, which can be seen earlier in their applications in the theoretical models discussed. Collectively, the themes can be described as organizational values connectors, which may be a mechanism in which organizations can facilitate values recognition and application in delivering internal organizational development initiatives.

However, rather than move into a discussion around the collective theme, which will be done in more detail during the next chapter of the study. This phase of the research intended to present additional collective themes which may contribute to some further theoretical models. It should be noted that any development themes proposed do not override any previous ideas proposed, but more a development of ideas and concepts and does not detract from the earlier models presented.

9.1.2 Organizational Value Controllers

Phase 2 of the emerging ideas and concepts presented a model, Organizational Value Drivers. The model as a whole had previously been discussed in Chapter 7.3 nevertheless the review of the model did provide a basis for a further collective category, which the study believed added to the ideas and concepts being proposed. Organizational Values Drivers model consisted of several themes which appeared to provide core basis to the values element of the model. This provided an opportunity to reflect on those elements with some of the other themes which could be seen as having possible influence on values in an organizational context. Table 9.3 provides an overview of the proposed Organizational Values Controllers, which involved the essence of what staff see as the organizations values and how services are delivered, which the study nickname *Spirit*.

Table 9.3 Organizational Values Controllers Collective Theme Description

Name	Description	Nickname
Organizational Values Controllers	Essence of what staff see as the organizations values and how service/products are delivered.	Spirit

The makeup of the theme involved aspects which incorporated purpose, buy in, commitment and how challenges/tasks are approached and carried out in an organization. Table 9.4 provides an overview of the individual themes which collectively the study is proposing as the conceptual idea of Organizational Values Controllers. Goulding (2002) would indicate such a cluster of themes fits well within the Grounded Methodology the study is following. Since the core focus of the methodology is to review data to develop concepts and categories, with there being a gradual abstraction of data from the study to a high order of theoretical categories. In a similar way to the previous cluster theme, each of the components within the collective theme, have emerged out of the rich source of data produced through the research interviews. The collective theme is the theoretic concept the study is proposing out of the data, which each of the components have emerged from.

The cluster is focused on what individuals see as the organizations values through the actions and experiences individuals have when interacting with the organization. The 4 themes which have been clustered in order to come up with the conceptual idea have

what the study is suggesting is a common underlying focus which is how the organization carries out activities, which can be later linked back to values. An example behind this can be seen with the *Employee Engagement* component, is about positive action towards the organization. This could be in many guises, but the interviewees provided an example of staff retention over a ten year period.

“Our staff retention here is such that we’ve had basically one person leave”
(Interviewee 1)

The retention levels are high, which is an example of commitment and how people follow through activities, which may be tracked back to values at the right time.

Table 9.4 Organizational Values Controllers Collective Themes Description

Name	Description	Nickname
Employee Engagement	Committing to organizations and following commitment with positive action	Commitment
End product	What is seen by others through organizational actions and manner in which actions are carried out	Harvest
Purpose	Driving force behind what organization is established for.	Driving forces
Inspired	Buying into a future purpose which has a wider community benefit.	Commonwealth

The *Purpose* component was identified initially during Chapter 7.1.1, which appeared to influence staff in a way that had not necessarily been considered, particularly when reflecting on one of the quotes from the interviewees.

“what does the company believe in, what company strives to do. How it aims to deliver what it set out to do.” (Interviewee 6)

The *Purpose* theme is more about the organization rather than individual focus of *Employee Engagement*. Nevertheless, the components provide an opportunity to raise awareness of actions and behaviours and how these have a wider organizational impact. Hence, the *Values Controllers* concept, with awareness of actions and behaviour can be a controlling mechanism in how values are discussed and or promoted. At this stage the cluster theme has been proposed from clustering earlier

ideas which have been discussed in greater detail in earlier chapters of the study. There are potential broader individual and organizational benefits to appreciating a wider theme. However, at this point the study is only putting forward the concept idea and wider interactions and developments will be discussed in more detail in the following chapters.

9.1.3 Auxiliary Values Collective Themes

The initial two clusters presented both have aspects of values themes, which may be suggested as a positive development when carrying out a study that involves values. However, this provided the opportunity to reflect on the commonalities of the various other themes which had emerged from the data; particularly, themes which were very much about directly supporting the organization. The study began to review the themes which the study would state had an organizational benefit/aspect. Table 9.5 Auxiliary Collective Themes, outlines the themes which the study identified as themes which have emerged from the data which contribute into the idea of this wider category.

Table 9.5 Auxiliary Collective Themes Description

Name	Description	Nickname
Employment Focus	Looking for job/role with no emotional benefit rather a self-fulfilling benefit for working in a particular organization/job.	Pay day
Job Contentment	Whereby individuals feel security and stability in the organization they are working for.	Security
Lighter-side	Being able to relax and share positive experience work related or not with colleagues.	Fun
Organizational Processes	How the organization functions in delivering services	Mode
Organizational Wisdom	Incorporates experience and ability to understand wider situation and able to act appropriately	Agility
Sharing Responsibilities	Working across defined team/group work boundaries, sharing responsibilities and not blaming errors.	Collectiveness

The common factor across the themes presented in Table 9.5 is one which in some way or other the theme can be linked back to the organization, may that be role specific, process and/or interaction. The collective theme running through the various ideas presented in Table 9.5 provides the research with a cluster idea which supported organizational development. This collective theme was described as themes which

provide benefits to organizational success and development, but in a way that may be seen as indirectly. Table 9.6 provides an overview of the theme.

Table 9.6 Auxiliary Collective Theme Description

Name	Description	Nickname
Auxiliary	Themes which provide benefits to organizational success and development	Mortar

The study nicknamed the theme as *Mortar*, since often the mortar aspects of a building are often not recognised as being critical in its strength. References are often made to foundation as being the bedrock, yet without the *Mortar* the bedrock becomes irrelevant. In this case the theme is indirectly crucial in supporting wider organizational development. Ignoring such theme could be detrimental to the organizations development, as would building a modern wall without the *Mortar* to hold the bricks together. Earlier in the study, literature discussed ‘work involvement’ how individuals reflect the significance of having and performing work activities, such as organizational commitment which suggests a strength in one’s identification with and involvement in a particular organization. *Auxiliary* collective theme provides a category which links the interrelationships between the individuals and organizations interrelationships.

One of the common factors of this collective theme is based around either the individual’s interrelationship with the organization and/or the interrelationship with colleagues, which provides collective benefits. Examples of this can be found throughout each theme, such as *Employee Focus*; staff having personal benefit in working in a particular organization. Similarly, *Sharing Responsibility*; individuals work across defined teams and share responsibilities without blaming colleagues. These examples indicate relationships with individuals and the organization, committing to an organization and carryout preserved positive actions can be recognised as a mechanism which supports organizational development. In a similar ways, cross team working, which aims to share responsibility without blaming colleagues would provide a positive contribution to organizational development initiatives. Amah and Ahiauzu (2014) may support the concept of *Auxiliary* support when acknowledging their discussion around a need for organizations to develop a

mindset and set of organizational systems that create an internal system which support consensus of values and practices.

Values literature may interpret such interactions a within the domain of attitudes and behaviours (Rokeach, 1970). Nevertheless, the *Auxiliary* theme provides a focal point to develop an appreciation of internal processes, whilst recognising interrelationships with value elements of the *Value Connectors* and *Controllers*. In a theoretical sense it should be noted, the broad collective themes presented so far would recognise as tree nodes (Bazeley, 2007), which allows the research to cluster themes to provide wider categories to develop theory.

9.1.4 Altruistic

The final cluster theme to be presented within the study is one which incorporates two themes which have been integral throughout the Emerging Concepts and Ideas Chapter. *Person Centred* and *Community* themes are two themes which emerged during the first phase, which provided the study with one of its early theoretic ideas and concept. Furthermore, the two themes; have not only been identified during each phase of the research, but the analysis has identified the two themes at one point or another in all if the interview data. Each theme can be linked to all but one of the theoretical concepts proposed within the research, either directly or through broader discussion in how the concepts could be inter-related. This will be discussed further in the Discussion Chapter of the research. Table 9.7 shows the two themes which contribute to Altruistic collective theme, which the research is proposing.

Table 9.7 Altruistic Collective Themes Description

Name	Description	Nickname
Community	Working with and for individual representatives to encourage involvement by all to increase opportunities for all.	Universalism
Person Centred	Keeping the individual at the heart of what is done and how decisions are made	Benevolence

The *Altruistic* theme is one which is very much focused on wider society or other individuals in the organization rather than a self-benefit. The study would suggest the component of this *Altruistic Theme* have contributed too many of the other elements which have presented in the research. Particularly, influencing the positive perception of the organization through the actions associated with *Community* and *Person*

Centred themes proposed, which the study has suggested are core values. Table 9.8 provides an overview of the *Altruistic* theme.

Table 9.8 Altruistic Collective Theme Description

Name	Description	Nickname
Altruistic	Focused on wider society or other individuals rather than self-benefits.	Wider Society

This can be seen when reflecting on the discussion of the themes earlier in Emerging Concepts and Ideas Chapter. Section 6.1.2 highlights the organizations drive in aspiring to achieve this broad *Community* theme identified both internally and externally. Section 6.1.1 discussed the *Person Centred* in which the study indicated one aspect of this theme is to promote positive behaviours and goals, in order to pertain good working relationships, may that be internally or externally. Once again this theme was one which the study suggested is a core value theme which has emerged through the research. Allport and Vernon (1931) may relate to the *Altruistic* values category as one which meets their *Social Value* of love of the people may it be one or many. However, this may be too simplistic description in this instance. Nevertheless, Schwartz and Bilsky (1987) discuss one of the facets of values systems need to incorporate collective interests, which it could be suggested is one of the factors which contributes to *Altruistic Theme*.

Collectively category for the *Altruistic Theme* provides the study with a broad category which enables the research to present some further theoretical concepts incorporating the other collective themes presented, which will be discussed in the following sections.

9.1.5 Collective Themes Summary

The current chapter has endeavoured to introduce some higher order theoretical categories, but in a manner which ensures the concepts are linked back to the data. The categories have been developed by reviewing the themes, which the study identified during the systematic data analysis of the transcribed interviews, were key themes emerging out of the data were recorded in n the NVivo data analysis tool. Following the recommendations of Goulding (2002), the study has attempted to constantly review not only the data, but also the developing concepts and categories. The

emerging themes within this part of the study have been summarised in Figures 9.1, Theoretical Collective Concepts. The four overarching themes are identified independently, but each of the combining components from the study which have been acknowledged as having common threads for the overarching theme, can be seen below.

Figure 9.1 provides a visual overview of the collective themes, with the specific components which have been identified as contributing to the theoretical development of the theme.

Figure 9.1 Theoretical Collective Concepts



The importance of this theoretical development should not be lost, although working in a theoretical manner, the study has to have such theory based and grounded from the data. In this case the study can confidently link the theoretical development back to emergent themes which have come straight from the data source. Furthermore, Figure 9.1 provides an opportunity to pull together the 4 collective categories, which can support further development and theoretical ideas. In many ways, in a similar manner to how the emerging model were developed in the earlier chapter's which involved some initial modelling and after reflection further amendments and developments were introduced.

9.2 Organizational Values Matrix

Throughout the finding chapters it could be stated the study has worked within an *Inductive Process*, which aims to develop theoretical frameworks in order to propose further theory development. Although, the linear process outlined in the *Inductive Process*, may be too simplistic in this instance. Particularly, when recognising the reflective process which has continuously been applied within the study. The study has proposed the *Spiral Approach*, in which the research begins with an idea, research gathers theoretical information, then reconsiders and refines the initial idea, begin to examine possible designs, re-examine theoretical assumptions and refine these theoretical assumptions and perhaps even refine your original idea (Berg, 2007). The latter parts of the *Emerging Ideas and Concepts*, Chapters 6, 7 and 8 are ones which very much incorporates aspects of re-examining theoretical assumptions and refine these assumptions to propose a theoretical framework, which can contribute the further theory development.

In carryout this reflective process the study has reviewed the collective themes presented in the last section and began to theorise a theoretical framework. Diagram 9.1 provides an overview of the Organizational Values Matrix model. The model incorporates the four collective categories introduced in the last Chapter 9.1 in a matrix format, which allows interaction of proposed domains which have emerged through the research data. The classification of the domains may allow further comparison and inter-relationships. Schwartz (1998) indicates values frameworks need to allow interaction across values themes in order to gauge a more cultural appreciation of values. However, in this instance it is important to acknowledge the framework is not a Human Values Framework, but one which is organizationally focused.

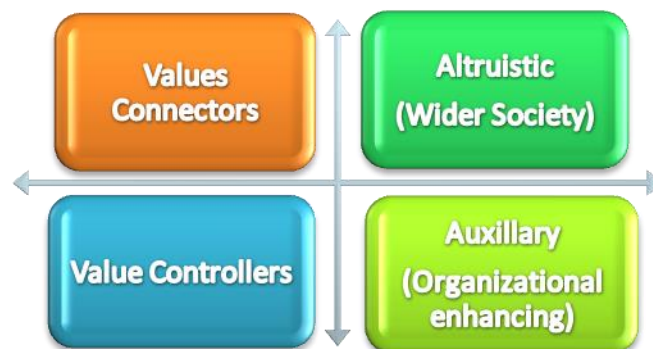
Diagram 9.1 consists of 4 Matrix elements, which incorporate the 4 collective themes discussed earlier in the chapter: *Altruistic*, *Auxiliary*, *Values Controllers* and *Values Connectors*. The matrix model provides a mechanism to bring together the collective concept into a framework which enables organizational wide appreciation of the values themes which could support wider organizational development initiatives. In many ways the matrix components are the overarching concepts which brings together

many of the leading ideas which have emerged from the data within the study. Earlier in Chapter 9.1, the sub-sections which made up the quadrant have been highlighted and a rationale behind the quadrant provided. The organizational development approach discussed within the literature review chapters, highlighted the importance of ensuring the organizations sub-systems are working together to achieve the organizations desired outcomes. The study would state the matrix is bringing together a variety of sub-elements within the research to support values alignment.

Furthermore, the study identified the research as working within a more contemporary approach to organizational development, one which is focused on behaviour and humanistic aspects. Alongside this, the literature review discusses organizational development in the context of organizational goals, element of purpose, vision and mission. Therefore, Organizational Values Matrix provides the study with a theoretical values framework model which may contribute to the various elements the research had identified as central around organizational development approaches.

The interrelations of each of the elements will be presented in the following part of the chapter. Referencing back to Diagram 9.1 will be a vital part of the description process. Therefore, the study will not continuously refer back to the Diagram 9.1, but reference should be made back to the diagram when reading through the presented concept.

Diagram 9.1 Organizational Values Matrix



9.2.1 Organizational Matrix Concept.

The Organizational Values Matrix is very much a theoretical model which the study is proposing in order to identify values development areas to support leadership and organizational development initiatives, particularly those that have a humanistic aspect which is focused on achieving goals within a purpose, vision and mission perspective. However, the conceptual development of the model has emerged from the data collected within the study. The previous Chapter 9.1 provided insight into the collective themes which have been developed out of the data during the whole research process, as discussed in Chapters 4 to 9: those individual themes have provided the individual components, which have allowed the study to make conceptual links to develop the matrix.

The four aspects of the matrix provide core values and supporting categories which the research is indicating requires consideration in order to support leadership and wider organizational development. However, it is important to note that the theoretical ideas are not ones the researcher has just thought up. Rather the development of the ideas have been grounded in the data, following the systematic data analysis process discussed in Chapter 5. Even so, the components have been clustered to propose broader theoretical concepts, what Bazeley (2007) would categorise as tree nodes, are themes which have been used in earlier models and discussed in detail in earlier parts of the study. Since the study has taken such a systematic process, Goulding (2002), would suggest the study has considerable credibility in making conceptual links from data to ideas theoretical structures. The study is suggesting each quadrant can be assessed against criteria to better appreciate how the organization addresses the values themes. This will enable better understanding of value implementation in an organizational development perspective, in how an organization addresses values interrelationships which the research has already identified as an elusive field in business management field.

The previous sections have outlined the elements in the matrix. Nevertheless, a brief summary of each of the four categories will be presented and how the interactions of the quadrant support the broader values relationships and priorities.

Value Connectors - Each individual component of the theme proposed involves an interrelationship with values either with colleagues or personally through recognition of values. Collectively, the themes can be described as organizational values connectors, which may be a mechanism in which organizations can facilitate values recognition and application in delivering internal organizational development initiatives.

Value Controllers - The makeup of the theme involved aspects which incorporated purpose, buy in, commitment and how challenges/tasks are approached and carried out in an organization. The cluster is focused on what individuals see as the organizations values through the actions and experiences individuals have when interacting with the organization.

Auxiliary - This collective theme was described as themes which provide benefits to organizational success and development, but in a way that may be seen as indirectly. Auxiliary collective theme provides a category which links in the interrelationships between the individuals and organizations. One of the common factors of this collective theme is based around either the individual's interrelationship with the organization and/or the interrelationship with colleagues, which provides collective benefits.

Altruistic - The Altruistic theme is one which is very much focused on wider society or other individuals in the organization rather than a self-benefit. This theme was one which the study suggested is a core value theme which has emerged. One of the facets of values systems need to incorporate collective interests, which it could be suggested is one of the factors which contribute to Altruistic theme.

9.2.2 Organizational Values Matrix Interrelationships

The previous section has discussed the theoretic concept and defined the values categories proposed within the theoretical framework. The following section will begin to present the interrelationships within the theoretical model. There is no intention in beginning to discuss the model in-depth at this stage, more present the theoretic model, the broader discussions and critic will take place in the Discussion, Chapter 11.

Values Connectors is very much a series of mechanisms in which the organization facilitates values recognition either on an individual basis or organizationally with colleagues. The importance of this category is very much focused on bringing the array of values which are being implemented across the organization together into a more formal process which allows the organization to better understand and manage and/or influence values relationships, which can be from a management or leadership perspective. An example of this in the earlier models discussed would be the values *Compact*, which the study proposed as an informal process in which values are shared in order to agree an informal compact on values. This could become a more formal compact which is facilitated by the organization. However, this is just one aspect of the category and the various other components need to be incorporated to provide a broader appreciation of how an organization is or is not providing opportunities to connect values across the organization.

Values Controllers can be classified as one of the categories which are a crucial aspect of organizational values framework. The controllers are the themes which have an impact on how individuals perceive an organization through its interactions and behaviours. These controllers set the tone of the values staff and other individuals expect from an organization when delivering services. The interrelationship of the values controllers is very much about the organization reflecting on the various components in the category before embarking on or proposing organizational values. Since, the components within the theme will influence how such values are perceived. A potential example of this may be provided around an organization who within the organizations purpose (which is an organizational controller), indicates they must *Win at all costs* but then states *Honesty* as a core organizational value. This may influence negatively how staff and external individuals interpret and interact with the organization. Depending on how the organization brings together the *Win at all cost* approach and *Honesty* values. How the organization manage this interaction would take place within the *Values Connectors* element within the matrix, since the *Values Connectors* provide the mechanism in how the organization connects the values across the organization.

Auxiliary focuses on processes and systems. This collective theme was described as themes which provide benefits to organizational success and development. Since the outcome of the interactions within this category support the organizations in delivering services or products. An example would be *Sharing Responsibility* whereby collective responsibility without looking to blame colleagues provides sportive working environment for the individuals to work within whilst benefiting organization indirectly through positive working relationships rather than destructive relationships of blame cultures. The broad category is about investing time and resource in the staff to influence relationships with the various components within the organization. This would support Organizational Development theory which indicates the goal of organizational development is to ensure the organization and all of its subsystems (processes, departments, teams, employees, customers, reward system) are working together in an optimum fashion to achieve the results desired by the organization (Castka, et al. 2003). However, it can be stated the *Auxiliary theme* is very much focused on the subsystems in order to achieve organizational services and products. In essence, *Auxiliary* is the support system in the matrix to ensure the *Value Connectors* and *Controllers* have the supporting systems and processes to ensure the organizations has substance in being able to working collectively to ensure the values are developed holistically across the organization.

Altruistic The Altruistic theme is one which is very much focused on wider society or other individuals in the organization rather than self-benefitting. The research would state the *Altruistic* component plays an important role in underpinning the various other elements of the matrix. Since, the *Altruistic* focus ensures the various *Values Connectors and Controllers*, along with *Auxiliary* components are not too internally focused. The *Altruistic* theme aims to ensure any of the sub-systems and processes and approach to values implementation is not solely self-benefitting for the organization. The importance of recognising staff internally and having a wider society focus; whilst promoting positive behaviours and goals, in order to pertain good working relationships, provides what literature may refer too, as a values base which is self-transcending (Schwartz, 1998). Having a values base which is not externally focused provides a mechanism to maximise individual and groups goals and actions for the better good of all. The study would argue the *Altruistic* theme ensures there is a balance across the other elements of the Matrix, which would need to be considered if

aspiring to ensure those in the organization follow the broader values and purpose of the organization willingly. In essence there is substance to the values proposed by an organization.

The Organizational Values Matrix is currently a theoretic concept which has been identified from the research. The study has not attempted to discuss the matrix at this point, but rather present some of the initial ideas behind the matrix. The study will discuss the matrix in more details during the Discussion Chapters, providing an outline of the components of the matrix alongside literature which provides some further thoughts and developments for the matrix.

9.3 Phase 4 Summary

Through this phase of the emerging ideas and concepts the study has attempted to bring together the various themes which have emerged through the systematic data analysis into broader categories. The broad categories consisted of several themes which emerged from the research data, the study had identified as having common threads running throughout, which provided the basis to categories the groups together into the broader themes. This has allowed the research to develop theoretical sets, providing the study with a final values framework. Goulding (2002) indicates such sets can be classified as *tree* nodes, which allow research working within Grounded Theory to classify data into groups which allow classification of themes and broad discussion in a theoretical context. The research identified the initial categories as values focused, however rather than being about the specific values types. The categories focused more on the interaction of values in the organization. The first broad category focused on the development of value interrelationships with colleagues within work context. *Value Connectors* involved the development of value interrelationships with colleagues within work context. Whereas the *Values Controllers* focused more on the essence of what staff see as the organizations values, particularly how they expect the organization to implement values through actions and behaviours. The following two categories involved two quite different aspects one being about internal processes and systems, *Auxiliary*. The *Altruistic* category focused more on the need to support staff or wider society, so rather than being internally benefiting this category transcending self-benefit.

The latter part of the chapter brought together the four categories into a Values Framework Matrix. This theoretical concept allows the study to bring together the collective components discussed throughout the chapter into a framework which allows potential development of values themes and processes. The various elements of the Organizational Values Matrix consist of smaller themes which have emerged out of the research. The smaller themes provide the matrix with various specific elements which provide core components. The study has initially presented some potential matrix interrelationships, within each of the matrix categories, which enable some insight into the components of the theme in a particular organization. The study has indicated the model is a theoretical model, but aims to discuss in greater detail the model and the components in the Discussion Chapters. The following chapters will discuss the various emergent ideas and concepts. Particularly, around how the conceptual aspects identified in the study add leadership to the field of values management and leadership in an organization development context.

10.0 Emerging Ideas and Concepts Summary

The Emerging Ideas and Concept Chapters have presented an array of ideas and findings which have emerged out of the research data. The study has presented the various ideas and concepts in a staged approach following the recommendations of the spiral approach discussed in the methodology chapter earlier in the study. This has meant following each phase of the research the study has analysed, reflected and presented ideas and concepts from that particular phase. This has resulted in several theoretical development models being proposed during the latter part of each phase. The study has attempted to summarise each phase before embarking on the next phase of the emerging ideas and concepts. This has resulted in four quite specific summaries on the phases of the research being discussed. However, no broad summary has been presented of the collective ideas and concepts the research has presented. Before embarking on the discussion chapter the study will propose some final broad findings and initial judgements, which will be presented in Table 10.1. The table presents some broad findings which have emerged out of the data. This provides an opportunity to establish some initial judgements against the findings presented. The idea behind the Findings and Judgements, Table 10.1 is not to state any rigid ideas, but rather provide a sound basis to develop the discussion. Each phase of the study has presented ideas on core themes and theoretical development models, in a similar way Table 10.1, Findings and Judgements is presenting the ideas and concepts of all the phases of the research. The judgments are not set in stone, but rather the presentation of some thoughts and ideas which are linked to the ideas put forward.

Table 10.1 provided an opportunity to record the thoughts and ideas which have been interpreted from the array of data from all four phases of the Emerging Ideas and Concepts Chapters. The table allows the study to present these thoughts and ideas in a format which provides an insight into several findings and some initial judgements relating to the findings. The study will not at this stage go into great detail explaining each part of the table. However, the table and its content provide an opportunity to highlight several development ideas which can be discussed in greater detail during the Discussion Chapters which will follow.

Table 10.1 Values Findings and Judgements

What the study found	What judgements have made
Initially prominent values within organization very much Altruistic on individual and organizational level. i.e. Person Centred Community	Organizationally, there may be a need to have a balance between organizational enhancing and organizational transcending values. Possible implications on various aspects of organizations development if priorities fall to one side over the other.
Initially, little attention to self-enhancing values on organizational level.	This was seen as an issue which, but with further discussion during interviews the need to have organizational focused values were acknowledged, supporting judgement made above. This may need to be more formal rather than informal.
Importance of the types of services developed in organization and how staff can influence the development appealing to staff. Employees see the manner and approach to service delivery as crucial. Ownership of this and ability to put their values forward seen as beneficial.	Employees values influence on service development should not be under acknowledged, similarly if this is not acknowledged, buy in of service delivery and roll out may not be as effective.
Retention levels high in both organizations, although environment less than stable.	Employee engagement and participation in service development provides greater organizational commitment.
Initial interest in working in organization is not based on services or social benefits, but more based on type of role. Values not reason for selecting organization.	Staff member's organizational experience impacts on values development within organization. This is both individual aspects and organizational alignment of values across services.
What people want to achieve in roles drive the values of the organization.	Prominent organizational values would appear to stem from staff members own goals.
Values impact on service development, type and manner of services are seen as the values of the organization.	Consideration of what organization values are stated should be considered when outlining services and ways of working.
Values impact on service development, type and manner of services are seen as the values of the organization.	Regardless of values stated true values appear to be seen through services and how services delivered. This leaves an aspect of various interpretations by internal and external individuals.
Values influence wider organization processes in delivering services.	Recognition of values impact on processes not formally recognised, seen more as secondary thought. However, collective values appear to influence processes in delivering service.
Ideas of values development seen as part of the organizations service offer.	Review of service offer and manner in which services are delivered, needs to be carried out prior to any stated values being put forwards by organizations.
Organizational purpose – why it is here appears to influences types of values – regardless if stated or not.	Consideration of why organization delivers services need to be clarified, which influences the priority values seen in the organization.
Values may be stated for purpose of building organizations reputation rather than supporting overall purpose of organization.	There would appear socially acceptable values are seen as the right values. Does this need addressing/debating?
Continuity in services and direction of organizational services.	Recognition of opposing values needs to be identified in the organization and how opposing values complement each other, allows
There will always be different sets of values but compatible and cohesive.	development and sustainability of services.

11.0 Discussion

The Emerging Ideas and Concepts Chapters have attempted to put forward the themes and ideas which have emerged out of the systematic data analysis process the research has implemented. Taking a staged development approach phase by phase, this has accumulated in several theoretical models and an Organizational Values Matrix. The sections in the discussion chapter aim to provide a constructive discussion on the models and concepts presented, particularly around how the models and concepts add to current literature and show leadership in the field of study. In achieving this challenge the various elements of the ideas and concepts will be discussed against current and historic literature. Stiles (2003) may indicate such a rounded approach provides substance to complex and dynamic issues and fields Grounded Theory approaches are attempting to work within.

In a similar way to the previous chapters the discussion will be presented in quite distinct sections which provide the study with clear themes linking back to literature. This will then enable some broad discussions on the models and concepts. Reference back to the earlier literature review will be a crucial part of the discussion chapters. Literature that the study is particularly interested in includes Leadership, Organizational Development and Values. However, the Discussion Chapters will not be looking at each field independently, rather collectively. The study has identified earlier the elusiveness of the field of Leadership and Values and how the current research intends to add to the field of study since there has been little research which has been carried out investigating values alignment, which incorporates leadership in driving organizational development.

In order to state, the research has added to leadership in the field of study, the research had initially outlined clear aim and objectives. The Discussion Chapters will endeavour to address the research aim and objectives, whilst re-visiting the questions proposed during the Introduction, Chapter 1. The importance of this part of the discussion is quite crucial. Since, the research has set out its aim, objectives and questions as the basis for the research. Therefore, it is imperative the Discussion

attempts to reflect and responds to the areas identified. Leonard and McAdam (2001) would suggest the importance of responding accurately to the aim, objectives and questions; provide the research with credibility in stating the research contribution of the study.

Therefore, the study will re-outline the aim, objectives and questions to ensure these areas of consideration are not overlooked within the discussions which will follow. During the introduction stage of the study the research indicated the aim and two objectives as follows;

3. To provide new perspectives on values alignment and organizational development;
 - To gain greater understanding of values alignment in leadership and organizational development and
 - To develop values framework within the leadership domain to support organizational development.

The defined aim and objectives led to a series of questions which were initially outlined to support the research meet these very aim and objectives.

Research Questions;

1. Could there be links with aligned values and increase organization commitment within the teams?
2. Are values acknowledged by staff within the workplace?
3. Would there appear any awareness of the organizations values?
4. Would there appear aligned organizational values within teams or across the organization?
5. Are the values of others formally identified within teams or across the organization?
6. Is values alignment recognised within the organization?
7. Are leader's values influenced by the values structures within the organization?
8. Do team leaders promote values alignment within teams?
9. How would the organizations internal value system support the engagement of staff in achieving their organizational goals?

The study will ensure the responses and discussion around the aim and objectives are embedded throughout the chapters. This will then enable the study to bring together the various aspects discussed into a final summary in which the research can state how it has been able to respond to the aim, objectives and questions stated.

11.1 Person Centred Organization

The study presented the conceptual model of a Person Centred Organization Diagram 6.1, during the earlier phases of the Emerging Ideas and Concepts Chapter. The model was not just pulled together in an ad hoc manner, but rather through a systematic analysis process, which involved reflective thought on the various components identified through the research. The process of theoretic thoughts and ideas being presented in Chapter 6.0, identified several interesting areas in the rationale for the model, which the study will discuss in greater detail.

The core theme of the model proposed involve the *Person Centred* theme, which the study has already identified as a potential organizational value. The rationale behind this proposition has been two fold; Rokeach (1970) indicates organizations can shape the values which matter to that particular organization. The research would suggest this theme, which has emerged from the data is very much shaped by the organization, particularly when looking at the context of the theme from the data in Chapter 6.0. The Person Centred Chapter 6.1 specifically indicates the reference to *Person Centre* actually came out of the interviews. The study has picked up on the theme and developed the concept through the data. Secondly, Schwartz and Bilsky (1987) discuss Benevolence values which are very much about focusing on the welfare of others. Additionally, Rokeach (1973) may suggest the *Person Centred* values within an organizational context fits within the *Instrumental Values*, which are identified as *modes of behaviour*, the *Person Centred* approach could certainly be suggested is a mode of behaviour the organization is striving for. Furthermore, when considering the critical aspect of this value theme is '*keeping the individual at the heart of what is done and how decisions are made*'; not just the service users, but also the staff within the organization. This fits in with Schwartz and Bilsky (1987) proposition that values

have *individualistic* and *collective* interests; in this case the individual's aspects may be related to the organization and collective elements wider society.

The study would argue a core value which has been identified as one which focuses on keeping individuals at the heart of decision making would be expected in an organizations which is based in the VCS. The research has identified in the literature review the sector as a whole in many cases delivers services to unpopular causes, individuals and groups in society which may be seen as marginalised. However, the crucial aspect of this particular value is that this is a holistic value which incorporates the staff in the organization too, not just those individuals which the services are being delivered too. This making *Person Centred* a true value rather than a solely customer focused service approach.

Furthermore, the presentation of the Concepts and Ideas, the study has suggested within an organizational context having a core value which is *Person Centred*, sets the tone for other values emerging through the behaviour and actions across the organization. This is of particular interest in the current study, when discussing values alignment in organizations. In a similar way the *Person Centred* value emerging out of the organization, sets the tone of the leadership within the organizations. In the manner they champion and promote the behaviours and actions which reinforce the *Person Centred* value. George (2000) highlights the advantage of and using positive 'decision making' which can instil a sense of enthusiasms, trust and co-operation in other employees. Furthermore, Hambrick and Mason (1984) indicated the importance of values in leadership decision making. Therefore, decision making to keep individuals at the heart of what is done and how decisions are made, would appear to be an approach which is very much aiming to use positive decision making with a particular focus to support the wider organization.

Person Centred value base may be critical in an organizational development context since it has been suggest the world of work is now extremely turbulent with ever changing technologies, uncertainties, and volatility. Literature has suggested the historic psychological agreement founded on exchange of hard work and loyalty for a lifetime of employment has more or less disappeared (Bunker, 1997). Therefore, ensuring an organization sets the tone of a core value such as *Person Centred*, may go

some way in at least tackling this change in psychological agreement between staff and organizations. Furthermore, Pollard (1996) has indicated people want to work for a cause, not just a living, suggesting the external element of *Person Centred* value of putting individuals at the heart of what is done and how decision are made provides a focus on the service developed and delivered. Furthermore, in the model proposed the *Person Centred* focus does appear to be critical in linking in the various other elements identified. Therefore, in many ways the *Person Centred* value does appear to set the tone for the other themes which have emerged, since it is proposed the value is the lynch pin for the other proposed elements of the model.

11.1.1 Organizational Inspiration and Stability

Two of the interesting aspects highlighted above involve tackling the historic psychological agreement between organizations and staff based on loyalty and long term employment and the desire for staff in wanting to work for a cause. In the model presented in Diagram 6.1 two elements fed off the leading values of *Person Centred*, *Inspired* and *Stability*. *Inspired* being defined as *Buying into a future purpose which has a wider community benefit*; this would suggest core value of *Person Centred* fed into the inspirational aspect individuals desired. The research has already highlighted how the components of *future purpose* and *wider community benefits* would indicate an opportunity to provide a vision for stakeholders to commit too. Taylor (2009) suggest this is a critical part of any leadership objective in any organization is bringing those individuals within the organization along on the journey to achieve the vision. Therefore, it can be suggested the *Inspire* theme does contribute to supporting the organization in meeting the staff's aspirations to work for a cause. Whilst, recognising the theme may support the *Person Centred* value, particularly when acknowledging how this core value links organizational goals and the needs and beliefs of workers. Sarros and Santora (2001) may support this perspective when indicating there is a link between organizational values and engagement of staff in achieving organizational objectives.

The *Stability* theme identified in the study which was defined as '*Whereby individuals feel security and stability in the organization they are working for*'. The study has indicated the connector between *Person Centred* and *Stability* stems from the *Person Centred* value within the model. Indicating the values of keeping both service users

and staff at the heart of decision making collectively instils *Stability* theme. Branson (2008) may associate the connection of *Person Centred* to *Stability* as a mechanism in which organizational leaders can skilfully manage the psychological commitment of staff. This being associated with the organizations leader's attempts to address the change in psychological agreements Bunker (1997) discussed organizations not being able to reward hard work and loyalty for a lifetime of employment. Van Knippenberg and Sleebos (2006) indicate self-interest motives tend to lead individuals to favour cooperation, especially when they can enjoy the fruits of the collective effort. Therefore, staff recognising the *Person Centred* value of being kept at the heart of decision making in some way contributes to the self-interest discussed and therefore influencing the *Stability* theme which has been proposed within the model. Since, the staff may believe they have direct influence on the organizations decision making and therefore feel security and stability in their roles.

Therefore, the model appears to be indicating through the core value of *Person Centred* there is a connection between the *security* and *stability* in the organization they work for. However, this *security* and *stability* is not necessarily related to job security and stability, but rather security and stability in how the organization acts in the decision making process. This links aspects of the study's findings with previous research of Hambrick and Mason (1984), whose idea of leader's values influencing decision making. However, in this case the staffs' perspective in the decision making within the organizations. The study would state, the staff believe the organization will not take rash decisions which will unsettle the staff or be done in an ad hoc manner. This should not be confused with commitment, which will be discussed later in this chapter. But rather belief in the organizations approach to engaging with staff and delivering services. The study would suggest the *Stability* discussed is the faith the staff have in how the organization and potentially leaders act in making decisions. Taylor (2009) discusses how values provide the foundations for developing organizations. In this instance the core value of *Person Centred* supports this foundation by what appears to be instilling stability in the organizations rules of behaviour (Schein, 1997).

Therefore, it can be proposed the *Person Centred* value which is core to the model plays an intricate part in tackling the elements discussed around psychological

agreements and aspiring to work for a cause rather than just a job. But, not necessarily in an obvious way the need to have a value base which facilitates this process would appear crucial. This supports literatures notion that values provide the foundations for how any organization sets out its stall to deliver its mission and objectives (Taylor, 2009; Branson 2008; and Hoffman, 2006). Before embarking on discussing the Organizational Development implications of the points discussed, further review of the other aspects of the model will be completed.

11.1.2 Organizational Commitment

The initial model identified *Employee Engagement* which was defined as ‘*Committing to organizations and following commitment with positive action*’ the nickname of the theme being *Commitment*. Although, the theme may be nickname *Commitment* the study defined the theme as *Employee Engagement*. Since, the study had identified the *positive action* of the employees towards the organization as a broad theme; although, one of those positive action may be described as commitment. The *action* element of the description is quite important, since this is a behaviour response to how individuals interpret their compatibility with the organization, may that be in a positive manner or not. Finegan (2000) has indicated such compatibility is made against the values the organization and individual share. Therefore, any positive action may be associated with compatibility of employee and organizational values.

The proposed model links the *Person Centre* organizational value with *Employee Engagement* as a two way connector, which links the behaviour element of *Employee Engagement*, but in turn feeds back into the core organizational value of *Person Centred*. Schwartz (1998) suggests values are drivers for workplace behaviour, which in this case it may be suggested is the *Employee Engagement* theme identified in the study with the *positive action* thread defined within the theme. A possible human element of organizational development may be linked to earlier discussion around values and ‘work involvement’. Whereby, aligning work and individual values; may influence how a person may generally be interested in, identify with and is pre-occupied with one’s work in comparison to other aspects of one life. If this interest in work is seen as motivating and their commitment and work involvement to the organization is high. This commitment and going that extra mile may provide a human

element to organizational development aspect the research can develop, which Konrad and Mangel (2000) may identify as discretionary effort.

The study has identified *Person Centred* organizational value as a stimulating factor within the model. During the literature review, literature identified *commitment* as a factor which may support values alignment, with the discussion suggesting commitment provides an important link between the values of an individual employee and those of his/her organization (Porter et al. 1974). The interesting aspect of the point being highlighted which does add to the elusiveness of values, relates to the period this discussion had been proposed. Porter et al. (1974) discusses how commitment and values are associated 40 years ago. However, since this association between values and commitment there has been various studies which have taken place to look into this association (Abbott et al. 2005; Finegan, 2000). In both cases, the studies have made a link between values and organizational commitment.

Literature has associated commitment in an organizational context as a psychological link between the employees and organization, which makes it less likely the employee, will voluntarily leave the organization (Abbot et al. 2005). Therefore, the study would suggest the data which emerged from the research, would indicate a strong psychological link between the employees and organization which is supporting the commitment of staff. The evidence to substantiate this is the reference to the retention levels across the organization. During the initial phase of the research retention levels across the organization could be suggested as high, with only one person leaving the organization in 8 years. There appeared to be a clear rationale which would suggest they would not have left if the individual had not had to relocate for family reasons. Schwartz and Bardi (2001) indicate vision and humanity values might promote commitment in the workforce. In this instance, the core value which has emerged from the research being *Person Centred*, falls within the parameters of humanity values. Particularly, when considering the internal and external focus of the value identified in keeping individual's at the heart of what is done and decision making.

The discussion around the core *Person Centred* value earlier identified how this value, which has *decision making* as a crucial element of the value theme; could be associated with the leadership tone in the organization which in turn filters through the

organization. The literature review refers to the leadership in setting organizational climate (Burnes, 2000). The study suggests the organizational wide importance of *Person Centred* value stems from leadership and employee values, which collectively contribute to an aligned value. This becomes relevant when recognising the organizations ability in meeting individual employees *needs* which literature identified as their desires, goals and values (Nikolaou, 2003). The collective focus on *Person Centred* value contributes to meeting individual values. However, the study did go on to indicate it is not about necessarily meeting values but, more a fit between individual values and those of the organization, which the study has state is the organizations ability to align the values of individuals and organizations. Therefore, if the values one finds within the workplace is identified with the values one holds it could be proposed as values alignment. Therefore, the study can make an informed association between the two way interaction between *Employee Engagement* action and *Person Centred* value as an indication of values alignment between the organization and employees. Particularly, when recognising the employee commitment through staff retention, which an array of literature has indicated association between values and commitment between employees and organizations (Abbott et al. 2005; Schwartz and Bardi, 2001; Finegan, 2000).

The discussion around the *Employee Engagement* theme and *Person Centred* value has provided an insight into one of the initial research questions proposed during the introduction stage of the research. Research question 1 asked;

1. Could there be a link with aligned values and increased organization commitment within the teams?

The current study can propose a link between values alignment and organizational commitment. However, there are several factors, which may require further investigation, since the current study is not testing theory but more developing theory. Nevertheless, there would appear a link between the core value identified within the study and the commitment of staff within the organization. The core value of *Person Centred* would appear to be a value which is not necessarily a stated organizational value, in the context of *Our Organizational Values are*. But is a value which is very much identified by employees and the organization as an important value in delivering

services. Therefore, the study can make an association between the two in order to indicate potential alignment of *Person Centred* value between employees and the organization. Especially when recognising how values play an important part in behaviours, including behaviour of the organization in decision making and employees in commitment.

Mullin (2002) may collectively view the interactions of the various themes discussed as multidisciplinary perspective which fits within a broader organizational behaviour framework, which is recognising individuals, groups and organizational systems and processes. The organizational behaviour perspective can provide some further structure to the discussion developing from the models and theoretical thoughts being developed. Particularly, when reflecting on the many casual interactions taking place within the current and future models presented within the study. The research has identified the multidisciplinary nature of the study, which incorporates values, leadership and organizational development components. Therefore, the opportunity to bring this together under collective approach provides the study with the tools to construct a developing theoretical framework.

11.1.3 Collective Working

Incorporated in the Person Centred Organization, Diagram 6.1 are two themes which can be associated with collective working these being *Community (Working with and for individual representatives to encourage involvement by all to increase opportunities for all)* and *Sharing Responsibility (Working across defined team/group work boundaries, sharing responsibilities and not blaming errors)*. The research has suggested how the themes may be associated with Terminal (ends states of existence) and Instrumental (desirable states of behaviour) values discussed by Rokeach (1971). The emergent theme of *Community* would appear to be an idea/concept that the organization very much wishes to aspire towards. Rokeach (1971) may associate this aspiration to ensure there are *opportunities for all* as a Terminal value, since Terminal values are focused on end states, such as world peace. In this instance *Opportunities for all*. Nevertheless, the research has proposed the *Community* theme as a value with the theme influencing organizational behaviour, through organizational terminal values as the basis for the behaviour. The concept of *Working with and for individual representatives to encourage involvement by all to increase opportunities for all* may

not be seen as unusual considering the background of the organizations participating in the study, in this instance VCS organization. In order to meet charity commission standards in being recognised as a charity must have a purpose which has a wider society benefit for the services it provides (Charity Commission, 2013). However, the importance of this purpose may have broader influence on organizational values and in turn behaviours. The research intends to discuss this in much more detail later on in the chapter particularly around organizational purpose, which has been identified as theme in one of the later models. Nevertheless, the possible relevance is worth noting at this stage.

In a similar vein, *Sharing Responsibility* may be associated with Instrumental values, which are desired states of behaviour. However, the *Sharing Responsibility* theme has a broader focus when acknowledging the definition for the theme this being *Working across defined team/group work boundaries, sharing responsibilities and not blaming errors*. The study is proposing the core description of the theme consists of desired end states of behaviour, which include *Working across defined teams* and *Not blaming errors*. The study is not proposing this theme as a value, but an organizational behaviour. However, to facilitate this positive behaviour there would need to be a values interaction to support the behaviour and objective identified within the theme. The importance of this values interaction is significant when attempting to build a discussion around the interrelationships. The research has highlighted the initial conceptualisation of values theory literature which indicated individual values influence one's behaviours and the values potentially impact on how one reviews particular events or goals (Wilson, 2004; Eckhardt, 2002; Johnson, 1995; Feather, 1974; Canttil and Allport 1933). This would suggest the understanding of individual, team and organizational values would be beneficial. If leaders and organizations had a greater understanding on how employees may behave and what personal goals they aspire to achieve. Since the organizations may be able to harness this knowledge and behaviour to support the employees and organization achieve its objectives.

The model proposed does provide an association with an identified organizational value, *Person Centred*. In this example *Community* and *Sharing Responsibility* did have two way connections with *Person Centred*. The rationale for the two way connection for the *Community* theme focused on keeping the individual at the heart of

the service delivery and decision making, particularly working with and for individuals to increase opportunities. Similarly, the *Person Centred* and *Sharing Responsibility* focus on defined teams to share responsibilities and how these factors are interlinked within each other. Therefore, it can be stated Rokeach (1971) would identify the *Person Centred* values discussed in the study as an overarching value theme which incorporates terminal and instrumental values. In turn, supporting the association of the *Community* and *Sharing Responsibility* organizational behaviours. Schwartz (1998) on the other hand may interpret the *Person Centred* value as one which fits within his Human Values Framework, which allows for the cluster of values under broader values themes. In this case the *Person Centred* may be seen as a value theme which fits within his *Benevolence* values. However, the study is not attempting to fit the emerging ideas into previously defined theories, but the structures and historic concepts provide a basis to build the current theoretic developments emerging from the current study.

The interrelationships are an important factor in not only defining the value, but also how the organizational behaviours interrelate with the value to reinforce the values goal. Schwartz, (1987) discusses the impact of values as independent variables on both attitudes and behaviour. However, the literature review discussed how individuals cope socially with the opportunity to align values may be greatly reduced if environments hinder opportunities to align values between personal and organizational. This would suggest in an organizational context of aligned values, environments which can be promoted by the organization and leaders, which support the socialization aspects, will support development and promotion of values.

Therefore, organizational value of *Person Centred*, which keeps individuals at the heart of what the organisation does and decision making, would be less effective if the organizational behaviours focused more on individualistic or hedonistic behaviours.

The *Organizational Inhibitors* discussed during the Emerging Ideas and Concepts Chapter 6.4, would potentially have negative implications on the core *Person Centred* value, particularly if the *Organizational Inhibitors* become the dominant behaviours in the organization. Chapter 6.4 presented the *Inhibitors* which were categorised into 2 themes, one being individual actions and the other organizational process. Although, these themes were identified from the data within the study, they were not prominent themes which came out of the data. Therefore, it can be suggested the *Inhibitors*,

although present within the organization are not the norm, therefore, not impacting on the *Person Centred* value which the research has identified.

The two-way interaction identified in the model which supports the Collective Working themes, may further contribute to the reduction in the impact of the *Organizational Inhibitors*. In a similar way to how *Person Centred* could be effected by the inhibitors, the impact of the inhibitors are counter acted with the more positive behaviours of collective working which in turn reinforces the *Person Centre* value, which in turn reinforces the *Collective* working themes. Especially, when historic values theory indicates values are determinants of behaviours (Rockeach, 1970 and Allport, 1931). Therefore, the *Inhibitors* effects are reduced due to the aligned values environments which can be promoted by the organization and leaders, which support the socialization aspects, will support development and promotion of values. The socialization aspects and value environment may be associated with wider Organizational Development approach. The literature review discussed how an organizational development approach aims to ensure all of its subsystems (processes, departments, teams, employees, customers, reward system) are working together in an optimum fashion to achieve the results desired by the organization (Castka, et al. 2003). During the discussion the literature suggested this approach contributes to alignment, within organizational development arena when they indicating organizations are often limited by the lack of organizational alignment and cohesive action. The research has touched upon the possible influence leader, employee and organizational values have on behaviours, as stated by Schwartz (1992), which in turn may influence the subsystems identified above which are associated with organizational development.

The research is suggesting the interactions in *Person Centred Organization* outlined in Diagram 6.1 contributes to positive alignment of the Collective Working themes identified, which in turn reinforce the *Person Centred* values approach across the organization. The interactions between *Person Centred* and Collective Working themes support what literature may associate with the organizational sub-systems particularly the departments, teams and employees. In this case, the Collective Working themes would support each sub system, from departments, teams to employees. The interactions discussed would appear to fit within the modern

Organizational Development approach discussed during the literature review which highlights the behavioural and humanistic aspects since they concerned with the people, their motives and needs and give the importance for external environment, working conditions and work as it addresses the group working methods (Whitman, 2009; Forbes, 1998). Working methods in this context would be the importance of the Collective Working approach, being an organization internal goal.

However, the current model does not necessarily identify how the interactions are facilitated within the organization; rather there would appear interactions between the core organization value and the Collective Working themes. Although, this does raise some thoughts about the possible mechanism, which supports the interactions between values and the themes discussed within the organization. Rather than move into a discussion around this point, it will be referred back to when discussing the developing models which will be discussed in greater detail further on in the discussion chapters. Earlier in the chapter highlighted the importance of human focused organizational development fields. Literature indicates this is often exploited and fostered through effective organizational structures, policies and practices (Teruya, 2004). Therefore, combining the human elements with the sub-systems mentioned provides probing elements for the research within the realms of organizational development, which can continue to be discussed with the developing models in the study.

The potential interesting development highlighted around the discussion with the interaction between the core organizational value and collective working themes. The Collective Working themes further supports the *Person Centred* value which is a core value running through the organization. There is a considerable amount of literature which indicates values influence behaviours, which the study would support.

However, the questions around stated values and actual behaviours may provide an insight into the true values organizations hold. Particularly, when acknowledging the core values discussed within the study is not a stated value in an organization context. The organization has not stated we have a *Person Centred* value approach, but rather through discussion and analysis it appears the organization has a *Person Centred* approach. The core value provides the foundation for the Collective Working themes to be a reality in the in the organization. However, the Collective Working themes

reinforce rather than contradict the core value, which is an important development when organizations are considering wider values initiatives across organizations.

11.1.4 Overarching Themes

Person Centred Organizational model, Diagram 6.2 developed from the initial model. Although, all the themes and interactions continued as discussed, in the previous section there was a development around how these themes were categorised. This reflective phase resulted in the development of two distinct aspects being identified within the model, the first being *Organizational Aspect* the other *Individual Aspect*. The two distinct areas may provide an important element of the model, particularly when recognising Leadership and Management theory, which indicates the importance of engaging followers to fall in line with the leader's ideas (Larsson and Ronnmark, 1996). The study would propose that in order to achieve this effectively there would be a requirement to acknowledge organizational focus and individual drivers to gauge a broad appreciation of the overlapping themes which may support broader organization development initiatives. Lyon et al. (2006) has discussed employee's interest in work and intellectual stimulation of their work, which the study has earlier proposed could be associated with the *Organizational Aspect* put forward in the model. Whereby, the goals of the themes which fall under the *Organizational Aspects* focus on achieving goals which benefit all organizational stakeholders. Contemporary Leadership theory may associate the achieving of collective goals as supporting defined purpose (Dionne, et al. 2004), even if this is at a sub-level within the organization. Therefore, any elements which fall within this overarching organizational focus provide an organizational supporting factor, through themes such as *Stability*, whereby individuals feel secure and stable when working for such organizations, can be a purpose the organization strives to achieve. In a similar way the discussion in the previous sections identified organizational behavioural goals of *Sharing Responsibility* and *Community*, which in turn can be suggested are an organizational wide actions.

The study has linked *Individual Aspects* with literatures proposed social work values related to a desire to help others and make a positive difference to society (Lyon et al. 2006). The study suggests that recognising the desire of staff is a crucial aspect in one of the leading contemporary leadership theories discussed in the literature review. The

literature review discussed Transformational Leadership, as being one of the leading theories proposed during the 20th Century. One of the key elements of Transformational Leadership involves the so called four I's, one of which included Inspirational, which literature suggests involves motivating followers to achieve great feats (Humphreys and Einstein, 2003). The study would state, in encompassing the social work values and inspirational element within transformational theory provides a driver in an organizational situation. In the context of complementing the social focus of staff within an organization with leaders ability to focus on inspirational elements discussed in Transformational Leadership theory. The model proposed two themes discussed earlier which are situated within this overarching focus. These being *Inspire* which focused on the inspiration the organization stimulated and *Employee Engagement*, which is very much about positive action by employees towards to organizations purpose.

The discussion has touch upon the relevance of the overarching themes and leadership theory. However, the theoretic importance of the themes are not solely based on leadership theory, there are important elements which can support organizational development approaches. The development of the overarching themes within the model enables a structural focus to the emerging themes discussed. In turn, providing the model with broad categories which enable interrelationships that can be classified under *Individual* and *Organisational* based themes. Literature may identify the broad categorisation as a helpful in developing a broader appreciation of Organizational Development opportunities emerging from the research. The literature review highlighted Jeong (2010) concept of voluntary engagement dedicated to a variety of purposes which is often linked to nurturing capacity for collective action. The study is suggesting the overarching themes within the research provide insight into the nurturing *Individual* and *Organizational* themes, which support the collective action of the various components within the organization. The overarching themes incorporate goals which support collective action, may that be the individual desire to help others and make a positive difference to society or goals which benefit all organizational stakeholders.

The study would suggest the development around the overarching themes support Organizational Development perspective of appreciating the whole organization and

sub-systems in order to increase the effectiveness and wellbeing of the organization (Beckhard, 1969). Furthermore, the VCS focus of the model would appear to support the recommendation of the Home Office (2004) which indicates the need to improve broader appreciation of VCS organizational development. The overarching themes are therefore being proposed as a categorisation to support the developing theoretical framework emerging out of the research data. Goulding (2002) may interpret the overarching themes as central phenomena of interest which provides an opportunity to provide insight into causal conditions that relate the phenomenon.

The introduction of the overarching themes provides the study with some additional explication on the specialist themes discussed within the model. Particularly, when categorising the themes in the manner which; has external wider society benefits and the organizational benefits from the specialist themes with an organizational focus. This will allow further dialogue when building the research discussion later in the chapter. However, at this point the overarching elements discussed do provide an opportunity to give insight into the casual relationships with leadership ideas and organizational development perspective on the elements of the model. This will be discussed in greater detail during the next section of the chapter, covering the 'leadership in field' of the various components discussed to this point in the chapter.

11.2 Leadership in Field

The introduction of the thesis outlined the research contribution of the study. Particularly, the contribution the study will add to wider body of knowledge within several theoretical areas. The research has discussed theoretic aspects of established constructs from the fields of leadership theory, values within a social psychology and humanistic organizational development perspectives. The study aim was to bring a new perspective to these important topics, in bringing together three quite independent theoretical domains, which have often been critiqued in literature, but not in the context of the current research. The research is approaching the study from a qualitative perspective, traditional values research has been very much quantitative (Rokeach, 1973; Schwartz and Bilsky, 1987; Schwartz, 1992), adding to the body of knowledge but from a different research viewpoint. The broader critique and clarification of values in leadership theory provides opportunity to build on the current leadership paradigms with the additional aspects of values more thoroughly integrated.

However, at this phase of the discussion it would be rash to state any ground breaking theoretical proposals, since the emerging model discussed is one which has been developed at the earlier stages of the research. Nevertheless, the developments which have taken place contribute the wider development of the latter models and concepts presented within the research.

Even so, the study will propose some thoughts and ideas on how this initial model adds to wider body of knowledge. But, in context of developing ideas, which can be built upon in the models and concepts which will be discussed in greater detail in the following chapters. The *Person Centred* value of the organization is by no means a new perspective in its own right. The study has already highlighted the established values theories in which the values theme sits; may that be Rokeach's (1972) Instrumental values or Schwartz (1998) Benevolence values. However, the manner in which the values theme is linked to the wider organizational behaviour themes discussed within the study does provide some theoretical insight. The *Person Centred* value appears to act as a lynch pin in pulling together various components across the organization. Values literature would support this viewpoint whereby literature has indicated values are drivers for behaviour, including workplace behaviours (Abbott, et al. 2005; Schwartz, 1992; Rokeach, 1973). However, the link between the *Person Centred* values and the identified behaviours are not solely on an individual basis but, rather an organizational viewpoint.

However, the informality of the values theme is certainly a development perspective when recognising the values theme which appears embedded across the organization is one which is not stated in any formal sense within the organization. Finegan (2000) and McDonald and Gandz (1991) discussed the perceived organizational values, the values that employees believe the organization hold. In the context of the current study, the values theme *Person Centred* was not identified as a perceived value by those individuals within the study. This development part of the research didn't even involve any discussion around value as a theme. Since, the research was taking a Grounded Theory approach to the research. Therefore, it can be proposed the values theme of *Person Centred* is not at this stage of the research, a perceived value by the staff within the organization. But, rather one the study has identified through the systematic data analysis process followed in the analysis of the research data. Glaser

(1978) may indicate this is theoretic code which has emerged from the data, which would appear a pattern of behaviour which contribute to a wider social process. The values theme does appear to be associated with the decision making process in the organization. Therefore, there would appear an informal non stated organizational value, is having a direct impact on the process and sub-systems across the organization. Hoffman (2006) discuss how organizations treat their workers may affect the values the workers demonstrate in the organization. The study discussed how the core values approach contributes to how the organization sets out it stall in order to achieve the organizational mission and vision. However, in a similar vein how the organization sets out its stall, would appear to have a wider impact on the values the staff will demonstrate within the organization. If, the values are not a positive fit, then it can be suggested non alignment of values is more than likely the organizational norm. However, if there is a positive fit then alignment of values may be the organizational norm. The research has identified a theoretic pattern of *Person Centred* values in the organization, which are been discussed openly by the staff and identified as a pattern within the data. Therefore, the study would suggest this values theme is one which recognises the staff, from an organizational context. Whilst the staff demonstrate similar values behaviours within the broader values theme indicating a possible values alignment practice in the organization. A further note which does need to be acknowledged, the study identified how the organization sets out its stall to achieve its mission and vision. This is broader strategic area will be discussed in greater detail in the following sections of the discussion chapters. Nevertheless, there would appear instances whereby an informal value base set across the organization may contribute to the formal objectives of an organization. This in itself from an Organizational Development perspective is one which does need further discussion and thought if an unmanaged informal process is having a direct impact on the organizations ability to meet mission and vision aspirations, particularly if not managed or harnessed.

Although, the research is not attempting to verify previous research or hypothesis, the study has identified two examples of psychological agreements which can be associated with the staff, the first being associated with organizational purpose. The second one which is about the commitment of staff through staff retention levels, reaffirm previous research proposals made in literature around such psychological

agreements (Bunker, 1997). Finegan (2000) may associate the purpose focus of the commitment as Affective commitment, which she describes as an emotional attachment a person feels for an organization. Whilst the commitment of staff with positive retention may be associated with Normative commitment, which she describes as obligation a person has to remain with an organization. The Affective commitment associated with organizational purpose, which can be linked back to the *Inspired* theme discussed earlier in the chapter has been identified as an area which will be discussed further in the following chapters, particularly when acknowledging the components of several of the developed models. However, the appreciation of the Affective commitment, staff may demonstrate is certainly an important element which focusing on Organizational Development approach in the study. Particularly around the theoretical framework which may support this process. The Normative commitment would suggest the study has been able to respond to one of the initial research questions around values alignment and commitment, which would appear as an association between the collective *Person Centred* values and staff commitment. The research has identified the possible alignment of staff and organization through the *Person Centred* value whilst recognising the commitment through staff retention levels. Previous, literature has made similar proposal with a link between the values of staff and the organization (Hoffman, 2006; Abbott et al. 2005 and Finegan, 2000). How this transcends into supporting a wider Organizational Development approach and possible values framework, will be the next challenge for the discussion to address.

The discussion around the association between the core value base and the organizational behaviour is one which does appear to add to a broader debate on values. Whereby literature indicates values are the drives for behaviour. However, in an organisational context the link between behaviours to reinforce the values are crucial when this interaction will be observed by individuals, and groups within the organization. The values and behavioural supportive cycle is one which will be developed further as the research ideas and concepts build on this initial model. The study recognises it is not as simple as keeping values to one self and then acting in a particular way, the interaction between leaders, employees and the organization are important when values are either stated or not. Nevertheless, the initial model does raise a question on how values and behaviour interactions take place either formally or

informally in the organization. This being a development which will be discussed in the developing models proposed through the study. Furthermore, the sub-system of the *Individual* and *Organizational* overarching themes, provides the study with category which can further support the development of the models. Whilst recognising there are individual and collective interests which need to be acknowledged when aiming to develop a coherent organizational development approach.

Finally, the social base of the value discussed is one which would appear to have a positive aspect to the various components identified throughout the model, which the study intends to deliberate in greater detail as the models coming together in the latter part of the discussion. Nevertheless, the challenge for the research now lies in building on the initial theoretical discussion to identifying appropriate and relevant aspects associated with leadership and values theory within the organizational development realm to examine the impact of values on the overall organizational.

11.3 Organizational Values Drivers

The research had taken a conscious decision to focus on several of the emerging theme during the second phase of the systematic data analysis, rather than getting tied down with the themes which had been identified during Phase 1. Goulding (2002) would recognise this approach as a one which allows the research to develop emerging pathways. During the presentation of the emerging ideas and concepts the study identified the three themes which provide a critical mass of dimensions which allows the research to build on the earlier theoretical concepts. *Purpose (Driving force behind what organizations are established for)*, *Compact (A compact of shared values and goals)* and *End Product (What is seen by others through actions and the manner in which actions are carried out)*, had been identified as the three emerging themes which would allow broader theoretical development of possible concepts within the research. This allows the study to reflect and build on the themes which had been identified during the initial phase of the research. The accumulation of this process resulted in an initial concept idea which was developed further to produce a more distinct model. The initial concept idea resulted in the *Compact Drivers Model*, Diagram 7.1 being presented, which lead to the development of the Organizational Values Drives model Diagram 7.2. Leonard and McAdam (2001) would indicate this approach reinforces the Grounded Theory methodology the study has identified as the

driving force behind the research approach. In turn, ensuring the research continues to work within the philosophical boundaries the study has been established on.

In a similar vein to the previous chapter the study will discuss the conceptual idea, models and the components interrelationships. Allowing the study to shape the theoretical developments, whilst ensuring the systematic process enables the study to add to the knowledge base of the fields of research the study has identified. In turn ensuring the studies ideas are showing leadership in the field of research. The following sections will outline and discuss the interactions and relationships of the various components in the models identified. This allows the research to truly embrace the social constructivist perspective, allowing the research to take an interpretist approach which is much more appropriate when working with the rich and complex issue the research is attempting to work with (Spens and Kovas; 2006). Unlike the earlier discussion, the overarching themes *Individual* and *Organizational Aspects*, identified will be discussed throughout the chapter and will be interwoven into each section. This will allow a more specific discussion around the interrelationships and associations within the models, rather than see the overarching themes as an independent phenomenon.

11.3.1 Model Drivers

The basis of the Compact Drivers Model, Diagram 7.1 began with the review of the *Purpose (Driving force behind what organization is established for)* theme. During the presentation of the emerging ideas the *Purpose* theme can be seen as an essential focus to the individuals within the organization. Particularly, when recognising the development of the theme emerged from the analysis of the data which provided the basis for the theme. Bazeley (2007) indicates the importance of ensuring the theoretical ideas and concepts can be traced back to the rich data, to ensure credibility of the concepts being proposed. The study would suggest, through the studies systematic data analysis and presentation of the emerging ideas and concepts, which is the case in this instance. But, the reflective aspect in responding to the interviews to why individuals work for the organization should not be lost. The inductive nature of generating ideas from the data further supports the foundations in which the research is based (Schadewitz and Jachna, 2007). Furthermore, when recognising the earlier part of the discussion chapters *Purpose* element continued to emerged either as

element of a theme or association with organizational purpose ideas. The *Inspired* theme of *Buying into a future purpose which has a wider community benefits*; clearly has a purpose strand within the theme. This provided further rationale to analyse this theme independently since there appeared a trend of purpose having a broader influence on organizational values and in turn behaviours. Particularly, for the current study to ensure interpretation of ideas and concepts can be systematically supported and defended, which Wright (2004) suggests is an important challenge researchers need to overcome when carrying out social constructivist approach.

The possible link between *Inspired* and *Purpose* themes provide the basis for the initial association and relationships within the conceptual model Compact Drivers Model, Diagram 7.1 In the development model the relationship between the *Inspire* and *Purpose* themes are two way. The *Purpose* theme influences those *Inspire* aspects, Mihaela et al. (2011) may suggest the basis of the need to appreciate such interaction plays a critical part in an organizational development approach which needs to encapsulate the components of organizational vision and mission.; providing a broader insight into the purpose of organizations. The initial Compact Drivers Model, Diagram 7.1 makes no attempt to explain the relationship, but rather the theoretical association between the themes seems to be emerging. Dolan and Garcia (2002) identify the importance of a mechanism whereby shared perspectives can provide coherent organization in striving to achieve objectives. The Compact Drivers Model, Diagram 7.1, indicates there is an interaction between *Purpose* and *Inspired* themes identified within the research, which provides a basis for further interaction within the model. Nevertheless, the Compact Drivers Model, Diagram 7.1 developed quite organically introducing the idea of a form of relationships between the *Inspired* and *Purpose* themes. However, as the ideas develop and the conceptual model Organizational Values Drives model Diagram 7.2, builds on the theoretical make up of the themes interactions. In presenting the concept, the *Purpose* theme is identified as an *Organizational Aspect*. The rational for this is based on the focus of why the organization was established, but also what it aims to achieve. Thomsen (2004) may state the influence of the *Purpose* theme sitting within the organizational plays an important element on the organizational values basis when considering the organizational values may be based around the governance structure, which includes the purpose of the organization. Therefore, the identification of the *Purpose* theme

sitting within the overarching *Organizational Aspect* provides a more structured basis to build the discussion between the various themes and interactions with other themes within the model that may either have an organizational or individual overarching focus.

Hall (2001) indicates values stem from beliefs, actions and meanings, which is recognised as a basis for values development by several leading values based authors (Rokeach, 1973, Schwartz, 1998, Lennick and Kiel, 2008). The relevance of this in an organizational setting is quite important, particularly when discussing values interactions and alignment possibilities. The study has touched upon the overarching theme of *Organizational Aspect* and it can be argued the beliefs, action and meaning in an organizational context stem from the organizational purpose, since that sets out the foundations of what the organization is all about. Therefore, the potential impact of this purpose on the wider development of the organization and its components would be crucial. Particularly, when recognising in a values basis, values are often not conscious, particularly on a group/organizational level (Hall, 2001). Therefore, there would be a need to ensure there is an appreciation of what the potential influences may be on the unconscious values within an organizational context. Lennick and Kiel (2008) indicate on an individual basis the importance of aligning the principles, values and beliefs, which they refer to as *Moral Compass* with their behaviours and goals. However, in an organizational perspective the study would argue there is potentially an opportunity to aligning the purpose, which incorporates organizational beliefs with values and behaviours and goals within the organization. However, before this can be done the theoretical model is proposing the formal and informal influence of the organizational purpose as the initial guiding principles which provide a basis for the development of the Organizational Drivers Model.

However, the *Purpose* theme is not solely an organizational driver; it plays a critical factor in the initial relationship with the *Individual Aspects* of the model. *Purpose* directly influences the *Inspire* theme, which sits within the *Individual* overarching theme, whereby this is very much about the individual staff. As the previous model had indicated the *Inspire* (*Buying into a future purpose which has a wider community benefit*) theme continues to have interaction with *Purpose*. This is a two way interaction, *Inspire* is influenced from the *Organizational* overarching theme of

Purpose (Driving force behind what organization is established for), which contributes to the buying into future purpose in turn inspiring the individual. Hoffmann (2006) may support this interaction and relationship between the organizational *Purpose* and *Inspired* themes. Hoffmann (2006) indicates individuals join non-profit based organizations because of a commitment to a broader agenda, goal or ethic which the organization is a part. However, the current model of Organizational Drivers indicates this is a two way interaction, therefore indicating the *Inspired* elements the individuals bring to the organization interact with the *Purpose* theme. Several authors have discussed shared values idea, (Hall, 2001, Sarros and Santora, 2001 and McDonald and Gandz, 1992) whereby shared values are critical to success of various aspects of organizational performance. However, the *shared* part of this idea is not necessarily the area looked into, more so the principle of shared values. This is complicated further when recognising leading research in the field of values indicate values are not static and change over time and influence (Schwartz, 1998; Rokeach, 1972). However, this provides the basis for the concept idea of the *Inspired* theme influence *Purpose*, the study would propose organizational *Purpose* evolves over time, in a similar way values change over time with the various influences individuals and groups experience. The study is proposing organizational *Purpose* theme evolves with the individuals within the organization. Although, this may not be immediate or as stated as an individual may suggest, for this reason the model shows a dotted interaction, which indicates a much slower long term influence.

The broader appreciation of the interaction of *Purpose* and *Inspired* from an Organizational Development and Leadership approach provides an opportunity to build on the theoretical concepts of the model. Literature has indicted culture has a profound influence on the behaviour of every individual within an organization (Branson, 2008). Nevertheless, the current model is suggesting at another level within the organization there are interrelationships between the organizations *Purpose* and *Inspired*, which can further influence organizational interactions. The possible benefits from an Organizational Development perspective of the organizational drivers interaction may support the organizations ability to take a planned effort at all levels within the organization. The study has identified the modern approach within Organizational Development theory which focuses on the behavioural and humanistic aspects since they concerned with the people, their motives and needs. Therefore, the

interaction of the *Purpose* and *Inspired* theme would certainly fall within this domain of humanistic aspect concerned with people and theory motives. Linking this with the leadership theory discussed around the ability of leaders to exceeded all reasonable expectations and succeed in getting followers or groups to fall in with their ideas (Larsson and Ronnmark, 1996). However, they have also indicate leadership in VCS organizations deserves special attention since the sectors overall purpose aims to make a difference to people's lives. During the literature review the study identified this as an area of particular interest when examining the motives of staff in following leaders and/or organizations specifically when delivering service. The current model is suggesting organizational *Purpose* plays an important part on the influences of individual *Inspired* behaviours, even before any further aspects of the model is introduced. Jeong (2010) discusses the concept of voluntary engagement dedicated to a variety of purposes which is often linked to nurturing capacity for collective action. Therefore, the study would argue the organizational leaders abilities in communicating and disseminating the true purpose of the organization is crucial before attempting to move forward in outlining organizational services, processes and systems. This statement may seem obvious, however literature has highlighted the management obsession with bureaucratic systems and measuring efficiency. Whereas, the 'Why' question seems to be a secondary thought. Particularly when recognising the example within the literature review which makes reference to Andersen and Enron who at the time of their collapses were meeting internal targets, but not performing well with regards to organizational goals and purpose (Kaufman, 2003).

The themes discussed during this section are only the initial foundations of the model and are by no means independent of the other aspects which stem from these initial interactions. Nevertheless, the study is indicating the importance of the *Purpose* and *Inspired* themes on the developing components within the model, which will be discussed further in the following sections. Nevertheless, reference back to these initial themes will be developed as discussion around the model develops and the above dialogue is by no means the final statement on the themes considered.

11.3.2 Compact Impact

The values *Compact* emerged from the development model of Compact Values Drivers model, Diagram 7.1, as one of the main theoretical developments which

emerged from the model. This was further developed during the reflective stage of the research phase which resulted in the broader Organizational Drivers Model, Diagram 7.2. The Emerging Ideas and Concepts Chapter outlined the notion that the *Compact* acts as an informal agreement which is around what are shared values within the organization, indicating a need for a compact on shared values and goals, even if this is informal. The data emerging from the research would suggest these are potential unconscious interactions. McDonald and Gandz (1992) indicated a literature has perceived values based management and concepts as too flimsy and ethereal, with literature focusing on objectives rather than values. However, Branson (2008) would argue organizations who ignore the values and interaction which take place around values do so at their own peril. The study has discussed the variety of possible benefits of bringing organizational values themes into the forefront of Organizational Development and Leadership paradigms. Nevertheless, wider appreciation of the possible theoretic concepts develops provide an opportunity to enhance the body of knowledge within the field.

The concept of the *Compact* is one which builds on, but at the same time adds to the discussion which took place in the previous section. Chapter 11.1.1 touched upon the importance of individual inspirations an organizational purpose. McDonald and Gandz (1992) build on this idea by suggest today's employees want more from organizations they aspire to have a sense of involvement and shared meaning, which stems from the development of benevolent social factors which have developed over the years. The shared element of this perspective provides a sound basis for the emergent theme of *Compact*, particularly around the informal shared values and goals in order to support the working aspects of roles and wider organization. The crucial point which is worth revisiting from the research data is the perspective highlighted by Interviewee 4 who stated;

“I mean the organisation cannot have values, the organisation's values are those that are agreed by the people that have something to do with the organisation.”
(Interviewee 4)

This concept of organizations having a values agreement which allows those individuals within the organization to formalise the values within the organization appears to have a basis as a concept. However, what appears to be emerging from the

concept model, is that the *Compact*, would seem to be an informal approach to building a values agreement in the organization, which looks to be led by the employees rather than top down values statement by the wider organization. This does provide an opportunity respond to research question 6, which asked the following question.

6. Is values alignment recognised within the organization?

Values alignment would not seem to be a formal process within the organization, this is not suggesting values alignment interactions do not take place, but rather that values alignment is not formally recognised. The research would state the *Compact* acts as the employee led approach to facilitating values alignment. Literature has indicated there is traditionally an absence of meaningful vocabulary around values within organizations and management literature (McDonald and Gandz, 1992). However, it can be argued the development of values theory within a social science setting has widened the appreciation of values themes. Especially, when acknowledging the discussion which took place during the literature review which identified various value paradigms which have been proposed over the years by leading academics in the field of values (Schwartz, 1998; Rokeach, 1973 and Allport and Vernon, 1938). However, there does appear an opportunity to add to the wider theory around the embracing of values within an organization. Literature indicates values can be set by the organization and sold to the workforce, which then entails 'buy-in' (Taylor, 2009). However, the current *Compact* theme suggests it is not as simple as setting a defined set of values which are then sold to the workforce through a series of values workshops. The *Compact* acknowledges the influences of the employees and the values they bring to the organization, whilst taking on board the influence of the organizations *Purpose* with the broader organizations values.

However, before developing the discussion on the link between the inspirational and purpose elements and the *Compact* it is worth building the discussion on the values aspects, which will provide an opportunity to respond to questions two, three and five from the research questions raised at the introduction of the study. These being

2. Would there appear any awareness of the organizations values?

3. Are values acknowledged by staff within the workplace?
5. Are the values of others formally identified within teams or across the organization?

The study would suggest there is an awareness of organizational values, the quote earlier in this section identifies the fact the organizational values are agreed by the people within the organization; this certainly indicates an awareness of values. Hall (2001) indicates the value priorities are the glue which holds relationships together; although he does indicate they are not always conscious. In fact, he suggests values are not conscious at a group level at all. Although, the current study may disagree with this statement, when recognising the acknowledgement of values within the organization, all be it informally, rather than formally. Neither organization has any explicitly stated organizational values. Nevertheless, the *Compact* provides a mechanism to enable the identified *Individual* and *Organizational* values themes within the model to be brought together. The *Compact* is an informal mechanism to support the values alignment, or non-alignment, within the organization. This is the lynch pin for the model, the *Compact* provides a mechanism for two way relationship with the *Compact* allowing the values themes to develop. Therefore, the study is proposing an awareness of the organizations values, but there is an acknowledgement of the values in the workplace, which is facilitated through the *Compact* theme discussed.

The initial concept Compact Drivers Model, Diagram 7.1 broadly identified organizational values as a link between the organizational *Purpose* theme and *Compact*. This interaction ensures the organizational values feed directly into the *Compact* theme, which provides the basis to bring the values together in turn the stated values into active values. The study would suggest the Compact Drivers Model, in many ways does not provide enough detail in suggesting the organizational values which develop from the *Inspired* and *Purpose* then feed into the idea of the *Compact*. Literature suggests that individuals and organizations bring values into the workplace, Lyon, et al. (2006) discusses work values which staff identify as important to the workplace. Whilst, Abbott, et al. (2005) discusses organizational values that are focused on generating positive workplace behaviours. Although, the current study is suggesting only people can bring the values alive in an organizational study, since the

study is suggesting values are something the people within the organization agree on. Therefore, the initial concept of Compact Drivers Model in having the organizational values which stem from the *Inspired* and *Purpose* directly may be over simplistic. The reflective stage of the phase provided the opportunity to review the overall concept idea which enabled further improvements in the overall make-up of the model. The previous section reintroduced the overarching themes of *Individual* and *Organizational* aspect of the Organizational Drivers Model, Diagram 7.2. The concept of the overarching themes enabled the study to review the possible interactions between the *Inspired* and *Purpose* themes and how these *Individual* and *Organizational* aspects interact with the values theme which may sit within those areas. Literature indicates there are differences between individual values and work values, which is one that is often based on individual perception rather than collective judgement (Finegan, 2000). However, the idea of a *Compact* enables this perception to be approached on a collective judgement rather than an individual perception.

The development of the Emerging Ideas and Concepts proposed the *Compact* element of shared values and goals fed the *Inspire* theme of *buying into future purpose* which has a wider community benefit, either positively or negatively. The study has indicated the interpretation within this context relates to how individuals respond to behaviour, which may impact on the *Inspire* theme discussed, whereby an individual becomes uncomfortable in the actions, which contradict the values *Compact* and not wanting to be a part of that action/process. Hall (2001) indicates values are crucial in motivating and driving our behaviours. Therefore, there would appear an opportunity to develop a organizational mechanism which provides an opportunity to pull together the collective values within the organization. Whilst promoting the behaviours and actions which support the individual and organizational needs.

This presented the research with some theoretical development challenges, it appeared that that the *Compact* and *Purpose* themes where not directly linked. However, further review of the research data provided a potential link. Earlier in the section one of the interviewees identified the fact organizations do not have values, people have values. This point provided the potential link between the *Purpose* and *Compact*, in that the collective values of the staff provided the basis of the organizations values. This allowed the model to introduce the organizational values concept, which had two

relationships with *Inspire* and *Purpose* themes, in turn providing a mechanism for the shared values and goals, which resulted in the *Compact*.

The *Individual* and *Organizational* values themes within the model proposed are brought together through the *Compact*: the *Compact*, being a mechanism to support the values alignment, within the organization. This is the lynch pin for Diagram 7.2 the value *Compact*, which has been described as the informal compact between the organizational values and individual values. The *Compact* provides a mechanism for two way relationship with the *Compact* allowing the values themes to develop. In addition, the values *Compact* has an interaction between the *Inspired (Buying into a future purpose which has a wider community benefit)* theme, which supports the alignment between *Individual* and *Organizational* aspects discussed, which in turn may have a positive or negative influence on how the *Inspired* theme supports the individual values themes and the inter-relationships with organizational values themes.

McDonald and Gandz (1992) indicate there is a need for a broader appreciation of dynamics of shared values. The study would state the current research is proposing one such mechanism which facilitates this process is the *Compact* theme identified within the research. One challenge the research must overcome is the proposal of the *Compact* does not guarantee alignment within the organization rather this is a mechanism which can facilitate the alignment process. The theoretical aspect of the idea relates to a broader appreciation that such a mechanism exists rather than this is the answer to alignment challenge. Klein, et al. (2011) highlight the possibility that values diversity, which could be described as the opposite of values alignment may not be such a problematic issue for organizations. That diversity of values promotes creativity and problem solving. Nevertheless, even with this viewpoint a better appreciation of the possible mechanism which supports the sharing/understanding of the individual and organizational values can support the development of future models. Therefore, the interrelationships with the *Compact* and the various other components in the model all provide a broader appreciation of values in practice in the organization.

The study is by no means suggesting the model proposed is the completed theoretical concept. Rather, the ideas and models put forward are as the previous model ideas and

concepts which will develop further as the research develops. Before embarking on the leadership in field and how this model builds on previous research to study will discuss the latter components of the model in the following section.

11.3.3 Organizational Behaviours

The research has discussed the various interactions within the theoretical model proposed from the organizationally focused *Purpose* to the individual staff members *Inspired* ideas which supports the values base for the various overarching *Organizational* and *Individual* themes, which is supported and facilitated through the *Compact*. This theoretic process feeds into the latter part of the model which is focused on the actions carried out as a result of the process discussed. At this stage of the research the study is not proposing how or what the actions will be, but rather the concept and broader appreciation of the influence on the actions and behaviours. The *End Product* (*What is seen by others through actions and the manner in which actions are carried out*) can be seen as the final element of the Organizational Drivers Model Diagram 7.2. However, during the conceptual development of the Organizational Drivers model, the Compact Drivers Diagram 7.1, has been identified within the study as a more organic model. The model suggests the *End Product* is very much influenced directly by the values *Compact* and *Purpose* themes. The informal *Compact* of shared values and goals influences the manner in actions may be carried out in organizations and how such action may be seen internally and externally. Literature would suggest action/behaviours are directly influenced by values (Rokeach, 1973; Schwartz, 1998), however within the Compact Values Drivers Model, Diagram 7.1, the study suggests in an organizational context there is a component which acts a lynch pin between the values and actions, this being the *Compact*, discussed in the previous section. The development model proposed a link between *Purpose* idea and *End Product*, however during the review of the model and the development of the Organizational Values Drivers model Diagram 7.2, this interaction was revised. Since, the research identified the *Purpose* theme, which has a direct interaction with the organizational values strand. Literature identified values as one of the crucial factors which influence behaviours/actions. The rationale to incorporate an interaction between *Purpose* and *End Product* directly was removed from the concept model.

Nevertheless, the values *Compact* does play a critical role in *End Product* (*What is seen by others through actions and the manner in which actions are carried out*). Organizationally the potential relevance in appreciating this interaction could be quite crucial from an organizational development and a leadership perspective. Literature has indicated values play a crucial role in behaviours and actions, which the current study is not disputing in any way. However, in an organizational sense the proposed Organizational Drivers Model, Diagram 7.2, is suggesting an additional component to such a process of values influencing behaviours and actions. The concept of the *Compact* which allows the sharing and confirmation of the values which sit within the organization provide a mechanism for organizational values to be reaffirmed or not. Nevertheless, the important point to acknowledge is the *End Product* is by no means a values theme; this is certainly not a trans-situational goal or a guiding principle. However, it can be stated *End Product* is the organizational behaviour/actions which is seen by internal and external individuals. Therefore, the *Compact* influences how this may be carried out either in a positive alignment or misalignment of the *Individual* and *Organizational Values Themes*. The study would note, this relationship is one way the *End Product* does not feed back into the *Compact*, but is rather an outcome of the interrelationships between the earlier elements of the model. This in turn influence organizational behaviours and actions, Horner (1997) discusses how leadership within an organization may be interpreted as a process in which people carry out tasks willingly for another individual. The appreciation of the interrelationship between the *Compact* and *End Product* may provide leaders with a tool which can facilitate the collective bringing together of values which supports the development of organizational wide behaviours and actions. In a similar vein Organizational Development, which is focused on bringing together the internal elements of the organization to support the achievement of vision and mission, may find this component of the process supportive. Abu-Hamour (2012) discusses social impediments, which is associated with bad social habits, which may have a negative impact on the administrative system. The study can argue the *Compact* provides a mechanism to handle the social habits within an organizational context, which support the *End Product* particular the *manner actions are carried out*.

The final aspect of the process model discussed brings together the various phases within the process to the action and behaviours which are seen by internal and external individuals. The study has highlighted some development points around the interactions and process which may support the development of further ideas and concept's within the field the research has identified. The next section of the chapter will bring together the learning points from this phase of the research to continue building the conceptual areas with the study. In a similar approach to the previous chapter this review is by no means the finished article more so the presentation of the process the study has taken to build the developing ideas and concepts within the research.

11.3.4 Leadership in Field

Before moving on with the discussion and developing ideas and concepts a final summary of the areas which the research is proposing as adding to the field of study will be brought together in the following section. The study has attempted to provide a balanced discussion around the models and the various themes and concepts presented throughout the chapter. However, it is worth noting the study is not attempting to suggest any of the following areas highlighted are any more important than other components of the model. Nonetheless, the study may indicate elements within the model may provide new perspective in the field of research or adding to literatures perspective. Nevertheless, the model as a whole provides an insight into the process being presented, whilst recognising each element and component of the model not only compliments each other, but contributes to the theoretical ideas being proposed. However, in order to present the discussion in a coherent manner, the study at times has put forward ideas and relationships in segments to allow a broader appreciation of those aspects of the model. Nonetheless, it should not be lost that it is the whole process within the model which allows this to be developed.

The study has continued to reflect on the *Individual* and *Organizational* components with the model presented; this further supports the Organizational Development school of thought which promotes a humanistic perspective Abu-Hamour (2012). Ensuring there is a clear recognition of individual component within the theoretical framework is important, particularly when the study has recognised from the research data organizations are made up of people. The *Purpose* theme has been identified as an

Organizational Aspect, which is by no means leadership in the field. Nevertheless, the association between why an organization has been established and how this supports/influences values across the organization the study has indicated is an important factor when discussing values interactions and alignment possibilities. Particularly, when the study has suggested the beliefs, action and meaning in an organizational context stem from the organizational purpose, since this sets out the foundations of what the organization is all about. Therefore, the potential impact of this purpose on the wider development of the organization and its components would be crucial.

The study has indicated in an organizational perspective, the study would argue there is potentially an opportunity to aligning the purpose, which incorporates organizational beliefs with values and behaviours and goals within the organization. *Purpose* theme is not solely an organizational driver; it plays a critical factor in the initial relationship with the *Individual Aspects* of the model. *Purpose* directly influences the *Inspire* theme, which sits within the *Individual* overarching theme, whereby this is very much about the individual staff. The study has identified this as a two way interaction, therefore suggesting the *Inspired* elements the individuals bring to the organization interact with the *Purpose* theme. This provides the basis for the concept idea of the *Inspired* theme influence *Purpose*. The study is proposing organizational *Purpose* theme evolves with the individuals within the organization. Buchko (2007) discusses how values change over time, which impacts on organizational behaviour. The study is proposing the purpose aspects of an organization changes over time, just like the values change; although, this may not be immediate or obviously stated. The study has identified how the *Inspire* theme influences not only the individuals there is an interaction taking place which works both ways between the *Inspired* and *Purpose* aspects within the model. The broader appreciation of the interaction of *Purpose* and *Inspired* from an Organizational Development and Leadership approach provides an opportunity to build on the theoretical concepts of the model.

Literature has indicted culture has a profound influence on the behaviour of every individual within an organization (Branson, 2008). Nevertheless, the current model is suggesting at another level within the organization there are interrelationships between

the organizations *Purpose* and *Inspired*, which can further influence organizational interactions. The possible benefits from an Organizational Development perspective of the Organizational Drivers interaction may support the organizations ability to take a planned effort at all levels within the organization. The study has identified the modern approach within Organizational Development theory which focuses on the behavioural and humanistic aspects since they concerned with the people, their motives and needs. Therefore, the interaction of the *Purpose* and *Inspired* theme would certainly fall within this domain of humanistic aspect concerned with people and their motives. Furthermore, linking this with the leadership theory discussed around the ability of leaders to exceeded all reasonable expectations and succeed in getting followers or groups to fall in with their ideas (Larsson and Ronnmark, 1996). During the literature review the study identified this as an area of particular interest when examining the motives of staff in following leaders and/or organizations specifically when delivering service. The current model is suggesting organizational *Purpose* plays an important part on the influences of individual *Inspired* behaviours, even before any further aspects of the model is introduced. Jeong (2010) discusses the concept of voluntary engagement dedicated to a variety of purposes which is often linked to nurturing capacity for collective action. Therefore, it could be argued the organizational leaders abilities in communicating and disseminating the true purpose of the organization is crucial before attempting to move forward in outlining organizational services, processes and systems. This statement may seem obvious, however literature has highlighted the management obsession with bureaucratic systems and measuring efficiency.

The conceptual idea of there being a *Compact* which acts as an informal agreement which is around what are shared behaviours/actions/values within the organization, could be seen as quite a theoretical development around values in organizations. Literature discusses sharing values as an idea, but literature does not attempt to discuss or propose a mechanism which facilitates this process. This concept of organizations having a values agreement which allows those individuals within the organization to formalise the values within the organization appears to have a basis as a concept. However, what appears to be emerging from the concept model is that the *Compact*, would seem to be an informal approach to building a values agreement in the organization, which looks to be led by the employees rather than top down values

statement by the wider organization. However, there does appear an opportunity to add to the wider theory around the embracing of values within an organization. The *Compact* acknowledging the influences of the employees and the values they bring to the organization, whilst taking on board the influence of the organizations *Purpose* with the broader organizations values: the *Compact* being an informal mechanism to support the values alignment or non-alignment, within the organization. This is the lynch pin for the model the *Compact*, provides a mechanism for two way relationship with the *Compact* allowing the values themes to develop. Therefore, the study is proposing not only is there an awareness of the organizations values, but there is an acknowledgement of the values in the workplace, which is facilitated through the *Compact* theme discussed. Furthermore, the concept of a formal *Compact* which allows the sharing and confirmation of the values which sit within the organization provide a mechanism for organizational values to be reaffirmed or not. The appreciation of the interrelationship between the *Compact* and *End Product* may provide leaders with a tool which can facilitate the collective bringing together of values which supports the development of organizational wide behaviours and actions. In a similar vein Organizational Development which is focused on bringing together the internal elements of the organization to support the achievement of vision and mission, may find this component of the process supportive.

The elements presented within the section are by no means the end of the theoretical discussion around the ideas presented. Rather, a summary of how the ideas and concepts contribute to the field of research at this stage of the study. The research will continue to build and discuss the ideas further as the conceptual and theoretical ideas develop during the research process. Particularly, as the study pulls together the collective learning from each phase and presents the latter theoretical ideas which have stemmed from the earlier ideas and models.

11.4 Values Alignment Processes

The development of the research allowed the study to step back and reflect on the various aspects of the data produced through the field research. During the various phases of the study ideas were identified, particularly, when reviewing earlier data. This has allowed the study to build concepts and models throughout the research as discussed in earlier chapters, which provides the opportunity to develop the thinking

around the field of study. This process allowed the study to identify two development models which contributed to the thinking around the values alignment process. Organizational Alignment Process Diagram, 8.1; Organizational Alignment Model, Diagram 8.2, the latter developing from the initial ideas proposed from the Organizational Alignment Process Model. The following section will follow the format of the previous discussion chapters taken, whereby models may be discussed independently and collectively in order to ensure clarity on ideas and theories being proposed. The models will be reviewed and discussed taking into consideration literature within the field of study.

The discussion earlier in this section recognised a moral awareness between home values and work values. This involves a conscious awareness on the relevance of such values in differing situations. The conscious awareness of values plays an important part in the models, since before any further steps in the organizational alignment process can take place, initial recognition of values is essential. Otherwise, there would be little credibility in any discussion around values application or development in organizations if there is no recognition. McDonald and Gandz (1992) discuss the importance of discussing and recognising values in an organizational context. However, they do not identify an organizational framework which facilitates this process. The study has discussed elements of this process in the *Compact Impact* model earlier in the section. Nevertheless, the study formally identified the theme of *Values Recognition, (Recognising values in work and home context)*. Abbott, et al. (2005) may argue the need for *Values Recognition* is a crucial part in supporting the values alignment process, which they refer to as organizational value fit. They indicate it is much more than having stated organizational values, there needs to be a humanistic element involving the staff in the organizations which recognise values. *Values Recognition* theme was highlighted during the Emerging Ideas Chapter as being nickname *Moral Awareness*; this provides more insight to the theme within the study. The idea of *Values Recognition*, acknowledges the impact to of the environment on the values priorities individuals bring to the workplace. This provides a starting point for the model being discussed, since the process begins with the values recognition and how this influences the other components and interactions. Kashyap and Sivada (2011) state opportunities to share values is imperative to support the development of mutual interdependence. However, one assumption within the

literature when discuss values within an organizational context is the recognition of values by the workforces. The basis of the theme within the study is one in which values are recognised, whilst acknowledging the work based influences on the values. This provides an opportunity in the organizational development process to clarify and define what values mean to staff across the organization.

The next stage of the process model involved the *Self-Direction (Ability to take positive action around self-beliefs)* theme since the focus of the theme is very much an action taken by individuals which is focused around own beliefs. The rationale behind the theme is very much based on individuals taking actions which they feel is right, not necessarily what is wanted and/or expected in certain situations, so long as it sits within certain guidelines laid out by the organization, since the theme identified positive action in the context of the organization. Klein et al. (2011) may interpret the theme as contributing to the human decision making process. They identify values as the foundation for human behaviour, which would suggest the *Self-Direction* theme is very much influenced by the *Values Recognition*, within the theoretic model proposed. Whereby, the recognition of values may that be in a work or home context impacts on the individuals approach in taking positive action. The model is not proposing what these values may be, but rather the theoretic concept identified from the research data, which is the approached utilised in the previous models.

The process within Organizational Alignment Process, Diagram 8.1; Organizational Alignment Model, Diagram 8.2 discussed to this point has little variation, with the exception of the latter model identifying the first two components as fitting in with the *Individual Aspect* theme discussed earlier in the study. This overarching theme has emerged throughout the research and the study has identified possible relevance of the *Individual* overarching theme within the Organizational Alignment Model, Diagram 8.2 development model. The study has identified during the Emerging Ideas Chapter 6, how both themes are very much about the individual since they are based around the 'self-elements'. This particular model does not suggest what the differing values priorities may be, but rather individuals are recognising particular values they associate with. Literature has suggested there are occasions whereby staff enter organizations with a heightened awareness of values (Hoffman, 2006). However, Hoffman, (2006) does indicate this awareness can be a challenge for organizations

when implementing internal process and external services, particularly when communicating values to such staff. A broader understanding of values and actions in an organizational context provides an opportunity for leaders and organizational development initiatives to appreciate the wider voluntary extra role behaviours staff may take. Kashyap and Sivadas (2011) indicate the wider benefits for organizations in better appreciating internal values processed. This further substantiate the rationale to categorise the initial two elements within the model as *Individual* overarching theme as highlighted in Diagram 8.2.

The next stage of the process involved the interaction between *Self Direction* and *Interpretation (Group recognition of specific values, perspectives, but application varies)*. The *Interpretation* theme is a mix of group and individual elements, there is group recognition of specific values perspectives, however, the application of the values perspectives varies. During the Emerging Idea and Concept Chapter 6, the *Interpretation* theme was nickname *Looking Glass*, since the study suggested the research data indicated in the organizational context, every time someone recognized a value it could be suggested as being different. Particularly, when recognising the research suggested there is varied understanding of values. Wilson (2004) indicates attitudes and behaviours can be theoretically predicated through values systems. Nevertheless, he does suggest this can be influenced by the priorities in the values system, which does support the historic perspective of values proposed by Rokeach (1970). Therefore, the study would argue the interpretation of the values themes within the model can be affected by such priorities. Taking this into consideration the study proposed the idea of an interpretation element, once there has been recognition of values within the organizational environment. Previous literature have identified values conceptual frameworks which identify values and the influence these may have on organizational development approaches (Kashyap and Sivada, 2011; McDonald and Gandz, 1992). Although, neither framework touched upon or identify possible mechanisms in how values interactions take place across an organization, which incorporate process components.

There is a potential developmental aspect of the Organizational Alignment Process, especially when acknowledging there is no difference in the interactions when comparing the process to this point in both models (see Diagrams 8.1 and 8.2).

However, there was an acknowledgement in Organizational Alignment Model, Diagram 8.2; that the *Interpretation* theme appeared to be the concept aspect of the process proposed. The initial model moved onto the *Alignment* and *Non-alignment* themes, which the study will discuss further later in this section. However, the Organizational Alignment Model, Diagram 8.2; fostered the concept further by bringing in the *Compact* which had been discussed earlier in the section. The *Compact* theme identified as being a potential additional element to the model relates to the *Compact (A compact of shared values and goals)*. During the earlier presentation of ideas the study proposed this theoretical development the *Compact* acts as a linchpin in supporting *End Product* theme. However, in the current proposal this has developed further, nevertheless, the *Compact* continues to act as a ‘lynch pin’, all be it in a slightly different way. The principle of the *Compact* theme has not changed in any way as a current informal process which supports the values agreements within the organization. In this instance, the *Compact* acts a compact of shared aligned values and goals or a compact of non-aligned values and goals. Mihaela et al. (2011) discussed the need to restructure organizational activity to support wider organizational development initiatives. The study is proposing the theoretical concept of the current model provides a re-thinking of the values framework implementation in an organizational context. Recognising the *Interpretation* and *Compact* interaction supporting the restructuring of organizational activity.

The incorporation of *Non-Alignment (Opposing/differing goals within workplace)* and *Alignment (Working towards and achieving outlined goals)* enabled the *Compact* theme to have a clear pathway that incorporated opposing outcomes. However, there was a clear difference in the Organizational Alignment Process, Diagram 8.1 and Organizational Alignment Model, Diagram 8.2. The initial idea suggested the alignment elements are in fact the resulting outcome of the *Interpretation* theme. Whereby, *Interpretation* is suggesting a possible difference in how the earlier elements of the model are implemented. However, Organizational Alignment Model, Diagram 8.2, introduced the *Compact* theme as discussed in the previous section in reviewing the *Compact Model*. The rationale to introduce these themes into this developing model, is very much based around the opposing aspects of the two themes. One theme is very much a collective agreement, which in this case is referred to as *Alignment*. The other being opposing goals between groups and/or individuals within the

workplace; referred to in this instance as *Non-Alignment*. Branson (2008) discussed in great detail the importance of aligned values and even a framework to support this goal. However, literature does not discuss the interactions which take place within an organization in order to support turning such frameworks into a reality. The current study is theoretically recognising there may be various components to values interactions in an organizational context. Throughout the process alignment is not guaranteed and miss-alignment may occur, which results in a 2 tier value system, which involves organizational and individual.

The final aspect in the Organizational Alignment Model, Diagram 8.2, which has not been discussed, relates to the identification of the *Alignment* and *Non-alignment* themes as sitting in the overarching *Organizational* theme. The study has recognised the individual elements within the two themes of *Alignment* and *Non-alignment*. However, the collective focus of the goals within the themes, which is about organizational goals, leans the themes towards *Organizational* aspects, which has been identified in Diagram 8.2. The fact the model is indicating there can be aligned and non-aligned goals, is an important factor in wider theory. Kashyap and Sivadas (2011) highlight the importance of share values, whilst McDonald and Gandz (1992) discuss the diversity of values, suggests there is a likelihood of have mixed values based which may be shared with others in an organization. Therefore, if left unmanaged may result in multiple non-aligned values basis across an organization, which do not align with the overall aspirational values of an organization. Therefore, although within the model, it is suggesting there can be alignment and non-alignment, the study would suggest this can be managed to ensure there is greater alignment than non-alignment. In fact, taking an Organizational Development perspective there would be a need to identify a potential approach which can support this process and addressing the alignment challenges which support the wider objectives of the organization. This is a consideration which will be discussed further, later on in this chapter.

The model provides an opportunity to addresses one of the earlier research questions, question 4 asked about aligned values The research question posed focused on alignment of teams and organizations, which was s follows;

4. Would there appear aligned organizational values within teams or across the organizations?

Through the systematic data analysis process, the study can propose there would be cases of values alignment within the teams and organization. This has been presented in the both the Organizational Alignment Process (Diagram 8.1) and the Organizational Alignment Model (Diagram 8.2) discussed in this section. Branson (2008) indicated this is not a naturally occurring or simple outcome, when individuals come together to form a group or team they bring their own values. Although, he suggests they are only authentically embraced if proposed. However, the current theoretical model is suggesting at this stage that this may not be done formally or as a proposed set of values. Nevertheless, the model is suggesting through the data analysis there are instances of values alignment within the organizations.

The previous models discussions have all accentuated the conceptual and theoretical development focus of the models. Particularly, the non-static aspect of the models, the current discussion which has taken place identified changes and amendments to the initial Organizational Alignment Process, Diagram 8.1, whereby the study believed additional components added to the credibility of the model; resulting in the proposed Organizational Alignment Model, Diagram 8.2. Furthermore, the idea of the study is to develop theory through the spiral reflective approach discussed during the Methodology chapters. Therefore, the concepts discussed during this section are by no means the final concept idea to be proposed. Nevertheless, there is opportunity to identify any developments or leadership ideas around the field of study, which the models contribute too.

11.4.1 Leadership in Field

The discussion around the alignment process within the two models presented provided the study with further reflective opportunities to bring together a variety of themes which had been identified during the phase of the research these models were proposed, whilst incorporating themes, which the study believed added value to the concept idea. During the discussion the study believes there are several areas which may contribute to the wider field of study, adding leadership across the academic areas the research is working within.

The study identified several values frameworks which focus on either very specific value(s) or constituent aspects of an organization (Kashyap and Sivada, 2011; Branson, 2008; McDonald and Gandz, 1992). However, little attention has been paid to the theoretical process side of such frameworks. The current study recognises values influences on behaviour and action within the organization, however the study is indicating the values staff bring and the stated or non-stated organizations values do not guarantee values buy in. The whole values process involves an array of components which facilitate the values themes. Rokeach (1973) and Schwartz and Bilsky (1987) discuss value priorities and values structures respectively, which they indicate allows comparison of values, their theories and ideas around values are very much focused on measurement of values, either in a priority order or in order to build a typology of values. The current study is by no means attempting to redefine values; however, the study is recognising an alignment process which incorporates a variety of themes which support the values process in an organization. Leading values literature acknowledges values change and develop (Rokeach, 1973; Schwartz and Bilsky, 1987), this crucial changing aspect of values suggests a possible process of change. The current study is indicating a theoretical model within values interaction. The current models have been identified as developmental, however the process discussed may provide new way of thinking when proposing values frameworks in an organization context. Nevertheless, this part of the discussion has identified the developmental aspect of the model. Previous models have been discussed, all of which have been proposed as concepts, which will be developed further in the latter part of the discussion. The current model is no different and is by no means the finished articles. Even so, the process side proposed does appear to build on the humanistic side of values frameworks in an organization rather than a 'hard' organizational values system.

Another aspect of this part of the study which has raised some additional thought around values in an organizational context, involves values meanings and environmental influences. Literature does appear to make some assumptions about what values mean to people, or their understanding when discussing values in an organizational study. There appears an immediate jump into values priorities or typologies when discussing values frameworks. However, the current study has

identified a varying understanding of what values are or mean to people in different environments, which the study has identified as home and work. The environment is another element which the study is suggesting as an important area, particularly around the changing values in an organizational context, around environmental influences on the process. The combination of these two areas of appreciating varying meanings, understanding and the influences of home and work on the values relevance. Hofstede (1976) indicated people react differently in the same situation, which is influenced by the stimulus individual's experience. Rokeach (1969) indicates values are strongly influenced by their social environments. Therefore, the stimulus the organization provides would appear to influence individual and collective acknowledgment of values. Klein et al. (2011) suggests the organizations which focus on task, rather than person focused leadership, hinder values expression in individuals and teams within the organizational structure. Therefore, the study is proposing the formal importance of the concept of *Values Recognition* to support any values, whilst recognising the importance of such a theme in any organizational values framework, which incorporates a humanistic focus.

The literature review discussed the idea of leaders in different ways exceeded all reasonable expectations and succeed in getting followers or groups to fall in with their ideas (Larsson and Ronnmark, 1996). Although, the study stated that it is not about getting the follower to fall in line with the leader. Rather that leadership is inducing followers/subordinates to pursue common or at least joint purposes that represent the values and motivations of both leader and follower. Linking back to the literature review, Calder (1977) identified the original concept around leadership being focused on social influence on groups. The six examples identified by Goleman et al. (2002) all relate to influencing followers through differing behaviours and actions. The study highlighted how social influence on groups incorporates a wide array of potential subject areas not just behaviours and actions, nevertheless, values and behaviours have been linked in the past (Cantril and Allport, 1933 and Rokeach, 1969), all be it outside of the leadership domain. The study would state *Values Recognition* is a crucial part of a wider leadership aim of gaining an appreciation of the purpose that represents the values and motives of the follows. The study would also suggest the wider alignment process provides a systematic concept to support each stage of the process, which may result in aligned or possibly misaligned values.

Building on this leadership element, the study has indicated there is an awareness of values and actions, which has been acknowledged in the current and earlier models. In this particularly model there has been little focus on what values, but rather the values process and how this can support organizational development. Mihaela et al. (2011) discuss the importance of organizational development field in adapting the organization to support the organization achieve its vision, mission, strategic targets, strategic objectives and general objectives. Pitariu (2003) builds on this by suggesting the impact of values systems and attitudes within an organizational development context needs to be incorporated. During the introduction the literature review discussed linking alignment of values and organizational development within the context of purpose, vision and mission. The current model is not, at this stage linking all aspects highlighted in literature particularly the purpose, vision, mission and objectives. However, the study has proposed an outline process which supports the alignment practises in an organization. This requires specific element such as *Values Recognition* not just earlier on in the process, but actually in the process, specifically with the staff to ensure a more humanistic approach; earlier literature did not acknowledge the recognition element, rather jumping straight into values ideas. During the literature review by Grint (2010) emphasised the need for buy in of staff, especially when organizations are experiencing problems in introducing new management systems. In this case, it is not just the buy in, but rather the open discussion to allow clarification of values in work and at home.

An additional idea which the research is suggesting adds to the field of study is based on the *Interpretation* theme influencing how values look in an organizational context. This can be extremely challenging when acknowledging the elusiveness of values. But, the study believes further supports the idea of an alignment process which enables leaders within the organization to facilitate the process. Whilst recognising there may be challenges which need to be overcome which involve the *Interpretation*. Whereby, within the process there is group recognition of values, but this still may result in varying actions of the values in practice. This is not necessarily a negative, but there may be instances where differing values do emerged, which is demonstrated in the proposed model. Literature discusses in great detail the idea of shared and aligned values (McDonald and Gandz, 1992 and Branson, 2008), which the current study has

indicated occurs within a *Compact* theme. However, the current study is indicating the concept of sharing values may result in misalignment of values for the central idea of values. This is a concept which has not necessarily been discussed in literature which occurs whilst alignment may be in place in certain instances.

The study has proposed a values alignment process, which during the development of the research refined and added components to the model, which the study believed added to the models process steps. The study has identified areas which the research suggests add to the fields of study. However, there has been, as with previous models, there could be further developments in linking the various processes together. The ideas and discussion which has taken place in the current section may be developed further as the study builds the theoretical thoughts. Therefore, the model is not necessarily being signed off as a standalone idea, but may provide further theoretical thought around the values alignment process.

11.5 Values Alignment Voluntary and Community Sector Service Model

The whole research process has provided each phases of the study with an array of rich sources of data. However, there were differences between the latter stages of the field research and systematic data analysis which followed each stage. Reoccurring themes emerged rather than new emerging themes, which was the case during the earlier phases. Goulding (2002) would indicate this is not an unusual phenomenal in Grounded Theory research. Whereby, the study initially unearths emerging ideas and concepts, but as the research develops, such ideas become saturated. However, the study did begin to identify several re-emerging themes from the earlier part of the field research and analysis. The model Organizational Alignment Model, Diagram 8.2, took the step to introduce themes from a previous model. In this case the *Compact*, since the study identified the theme as one which added context to the models development. The summary discussion within the last section identified the non-static idea of the models and how they may be developed further. This provided the study with the opportunity to reflect on the various theoretical models developed and how they may interact, if at all. However, since the previous model had identified the *Compact* as a theme which transcended the initial model the theme was interacting in. A decision to

review the previous models alongside each other appeared to fit well within the foundations the current study intended to work within.

The Emerging Ideas and Concepts; Chapter 8.0, Phase 3 presented the concept of Values Alignment Voluntary and Community Sector Service Model, Diagram 8.3. The model offered an overview of the accumulation of the Alignment Model, Diagram 8.2 with the additional elements to bring in one of the earlier models discussed in Phase 2 of the emerging ideas and concepts. The Values Alignment Voluntary and Community Sector Service Model, incorporates the earlier Values Drivers Model, Diagram 7.2, however this broader model provides some further insight into the components which theorise how particular aspects to organizational services are influenced via values themes. The following section will critically review the components of the Values Alignment Voluntary and Community Sector Service Model, Diagram 8.3, which have been previously discussed independently earlier. However, in bringing the two conceptual models together clearly there are implications on the interaction on model process.

11.5.1 Values Drivers

The study touched upon how the model had similarities and differences from the earlier Values Drivers Model, Diagram 7.2, in several ways, during Chapter 8.3.3. However, there are consistencies to the earlier model. As the previous model had indicated the *Inspire (Buying into a future purpose which has a wider community benefit)* theme continues to have interaction with *Purpose (Driving force behind what organization is established for)*. This being a two way interaction, *Inspire* is influenced from the Organizational Aspect of *Purpose*, which contributes to the buying into future purpose in turn inspiring the individual. The study has discussed this in detail within one of the earlier models Chapter 11.3.1. However, some thought and reflection on the points raised needs to be covered since the whole context of the model has been developed further. The importance of the interactions of the themes from an organizational development perspective has not reduced in any way. In fact, the study would state the broader focus of the model, the importance of the Action Drivers and the interactions are crucial in initiating the process.

Mihaela et al. (2011) discusses how through planned organizational development intervention organizations can make positive strides in achieving wider organizational purpose and goals. However, they discuss the importance of the organizations purpose and vision, which they indicate is ‘a project ideal state for the future’, being rooted in the organizations present. This is a crucial aspect of the current model, since the model is recognising the staff within the model through the *Inspired* theme and how they influence the organizations *Purpose* theme. The study would argue these interaction support the purpose in being rooted in the present, since the staff, who interact within the organization play a part in the two way interactions between the two themes. The model continues to follow the earlier ideas of incorporating two overarching themes, which has an *Individual* and *Organizational* focus: the *Inspired* sitting under the *Individual* and *Purpose* within the *Organizational*. The difference within the current model and other values theoretical frameworks presented in literature, relates to the individual element which appears to be a missing element. Previous, ideas have well thought thorough models which focus on values and behaviours (Kashyap and Sivadas, 2011) goal-orientated and values-orientated aspects of organizations (McDonald and Gandz, 1992) or constituent aspect of an organization (Branson, 2008). However, there is no formal recognition of staff within the models, which may be an issue, particularly when recognising values are very much an elusive and very much a person focused subjective dimension (Hodgkinson, 2002). Therefore, the study suggests the importance of incorporating an individual focused aspect in the theoretical process, particularly during the earlier elements of the process.

The study has already suggested organizations change over time and *Purpose* theme evolves with the individuals within the organization. However, the additional aspect to *Inspired* and *Purpose* in the Values Alignment Voluntary and Community Sector Service Model, Diagram 8.3 incorporates the *Values Recognition* theme. The relevance of these relationships are important in that previous model, Organizational Alignment Model, Diagram 8.2, had identified *Values Recognition (Recognising values in work and home context)* as the starting point of the model. However, in the Values Alignment Voluntary and Community Sector Service Model, Diagram 8.3, there are earlier components to the model, which include the Action Drivers themes of *Inspire* and *Purpose*. The study has identified changes in the relationships of the themes in comparison to the earlier Values Drivers model. The *Inspired* theme does

not now feed directly into the *Compact* and the *Purpose* theme has an additional interaction with the *Values Recognition*. The interactions are linked via the dotted line relationship, which suggests a less direct relationship, but there is a slower less obvious interaction between the Value's Drivers themes of *Inspire* and *Purpose* on the *Values Recognition*. *Values Recognition* now has 4 varying relationships from themes within the model, which had previously had not been identified. The relationships vary in intensity from values influence on the *Values Recognition*, to less obvious indirect influences from the *Inspired* and *Purpose* themes which have emerged from the study.

The developed model includes *Individual* and *Organizational* values themes incorporated, which are represented in green diamond shapes. The study has identified how the makeup of the values themes may vary, in this case the values which have emerged and are presented in the model are *Person Centred (Keeping the individual at the heart of what is done and how decisions are made)*, sitting under the *Organizational Aspect*. Whereas, the *Community (Working with and for individual representatives encouraging involvement by all to increase opportunities for all)*, had previously been identified as an *Individual Aspect*, which has been presented as a values theme. The theoretical development of the model is not suggesting these are the values themes which should be in place. Rather, they are the values themes which emerged from the current research. However, the principle of there being *Individual* and *Organizational* based values is important in the whole make-up of the model. The research has discussed the rationale for the values earlier in the study in the Emerging Ideas chapters and during the discussion when reviewing the earlier Values Drivers Model, Diagram 7.2. The literature review discussed the concept of 'needs' whereby the employees desires, goals and values are met whilst 'supplies' is how the organization meets those needs. Hence, rather than alignment it is how the organization is meeting their desires, goals and values. However, the study suggested rather than meeting their values it is more matching up against their values. Since it would be difficult to indicate a value has been met, desires and goals are tangible and measurable. One can desire a pay rise and one can set a goal to gain a qualification, both of which can be facilitated by an organization. However, values are invisible, rather than being met it may be more likely the 'needs supplies' standpoint with personal values relates to the possible matching up against values. However, in order

to achieve this there needs to be a mechanism to stimulate this interaction. The initial interaction within the model provides components to support this interaction.

During the literature review the research referred to Lennick and Kiel, (2008); who discussed the importance of our actions being consistent with our goal and our goals do not contradict our values. They identified the importance of aligning our ‘moral compass’. Whilst, Rhoades and Eisenberger, (2002) discussed the psychological relationship between the individual and the organization. Indicating, this relationship could be developed through many mechanisms. The current study is suggesting the initial interactions between the *Individual, Inspired, and Values*, along with the *Organizational, Purpose and Values* feeding into the *Values Recognition*; provides the mechanism to better appreciate the starting relationships between individuals and the organization. Whilst providing the basis of better understanding values which include those the individual brings to work and those values the organizations promote. The discussion earlier recognised a moral awareness between home values and work values. This involves making a conscious awareness on the relevance of such values in differing situations. Hall (2001) discusses tacit and explicit knowledge which he indicates the former as subjective and known to the individual and the latter is coded and objective, often written down. The study would state the Action Driver interaction with *Values Recognition* provides the first step in moving from tacit values toward the explicit values within the organization. Sarros and Santora (2001) indicate businesses that can dig below the busy surface of delivering services and refocus on core values and principles increase their chances of success. The study has identified the importance of a conscious awareness of values, since before any further steps in the organizational alignment process can take place, initial recognition of values is essential. However, the current model formally incorporates the employees influences through the *Inspired* theme and organizations *Purpose* theme, in supporting the recognition of values. The wider benefit of this conscious awareness of the interrelationships between organizational purpose and individuals may provide leadership theory with an opportunity to develop a values based leadership approach, which encompasses a more bottom up values base rather than a top down stated values base.

There are further interactions within the model, which have not been discussed within this section. Since, the study had made a conscious decision to look at the Action Drivers in the Values Alignment Voluntary and Community Sector Service Model, Diagram 8.3. The following sections will aim to cover the interactions and the relevance to literature within the field of study.

11.5.2 Concept Theme

The model has proposed a concept strand which incorporated the components which made up in the Organizational Alignment Model, Diagram 8.2. At this point in the model, the process and relationships between the themes follow those outlined within Chapter 8.3.2 Organizational Alignment Model, up to the *Alignment* and *Non-alignment* phase in the model. The discussion within Chapter 11.4 has covered the interactions and several of the ideas throughout the process. It is not the intention to repeat the whole section on those interactions and links back to literature. However, there are several areas which will need further discussion in light of the broader model proposed. The *Compact* continues to act as the conduit for the possible resulting shared alignment or non-alignment of values. Lennick and Kiel (2008) identified the importance of aligning our ‘moral compass’; they suggested the bases of the alignment is to ensure our actions are consistent with our goals and our goals do not contradict our values. The study would suggest the process throughout the model up to the *Compact* theme contributes to the appreciating and gaining understanding of the employee *needs* and values, whilst providing a mechanism to bring to conscious awareness the values of the organization.

The study has indicated the opportunity to add to the wider theory around the embracing of values within an organization. Certain literature indicates values can be set by the organization and sold to the workforce, which then entails ‘buy-in’ (Taylor, 2009). However, the current *Compact* theme suggests it is not as simple as setting a defined set of values which are then sold to the workforce through a series of values workshops. The *Compact* acknowledges the influences of the employees and the values they bring to the organization, whilst taking on board the influence of the organizations stemming from the *Purpose* with the broader organizations values. Whilst recognising the impact of *Values Recognition*, *Self-Direction* and *Interpretation*. Lennick and Kiel (2008) suggests the successful integration of moral,

social and business values across an organisation. Therefore, through the discussions which have developed out of the development models proposed that the Values Alignment Voluntary and Community Sector Service Model, Diagram 8.3, Action Drivers and Concept Theme provide a mechanism to successfully integrate moral, social and business values across the organization.

Klein et al. (2011) discusses the impact of groups having shared values, whereby they interpret events similarly, in the context of the current study the shared values can be referred to as aligned values which suggests aligned values will support a clear joint purpose for the organizations. During the introduction the study identified the concept of a joint purpose that represents the values of both the follower and leader in order to influence behaviours and actions. However, the interaction which the *Compact* facilitates does not necessarily result in a joint perspective. However, from a leadership perspective a broader understanding of approaching this challenge may support an aligned perspective rather than a misaligned perspective. Especially, when acknowledging literatures indication that Organizational Development initiatives implemented by leaders need to be planned intervention rather than informal (Ab-Hamour, 2012). Therefore, the research is proposing within the Values Alignment Voluntary and Community Sector Service Model, Diagram 8.3 the *Compact* theme becomes a formal process which is facilitated through the leaders and organization aiming to drive the organization towards achieving the *Purpose* objectives.

The study has taken two boulder steps within this part of the research, the integration of two previous models into one wider model. Secondly, putting forward recommendations (with elements within the model), which previously the study had identified as an informal process to one which involves a more formal process. The integration of the two models has been taken to appreciate the broader interaction which the study has identified through the research data. Whilst acknowledging the developmental nature of the study, which results in further ideas and concepts emerging, which may not have been as pronounced during the development of the earlier models. This allows the research to build broader ideas and understanding of potential interactions which influence the ideas being proposed (Leonard, and McAdam, 2001). Whilst recommendation in considering elements of the model to be more formally established begins to move the ideas within the models to a more

practical application concept, which provides support to developmental Organizational Development initiatives.

11.5.3 Service Implications

The previous section in the chapter has proposed some further developmental ideas around the Values Alignment Voluntary and Community Sector Service Model, Diagram 8.3; particularly the integration aspects of two previous models into one broader model. Whilst proposing an idea of formally introducing an element of the model into the idea of being a more planned intervention within an organization. However, this in itself is not the end of the model. The model introduced a further theme from earlier in the study this being *End Product (What is seen by others through organizational actions and manner in which actions are carried out)*.

The *Compact* theme as previously discussed results in the idea the employees and/or teams emerged from the *Compact* interaction with the either *Alignment* or *Non-alignment* of values. However, each alignment theme interacts with proposed *End Product*, resulting in either *Aligned End Product* or *Non-Aligned End Product* themes. The study had previously identified the importance of this theme; based on the actions and how actions are carried out and seen by others. Following the interactions which have taken place during the *Compact*, it is important to note this is an organizational/collective *End Product*, rather than individually based; may that be aligned or non-aligned. The idea of the *Aligned End Product* or *Non-Aligned End Product* is one which has involved a collective aligning or non-aligning interaction through the *Compact*, rather than this being something which happens in isolation of others. This takes a step further than the values model proposed by Kashyap and Sivadas (2011) who proposed in-role and extra-role behaviour of staff. The model is suggesting that internally and externally the *End Product (What is seen by others through organizational actions and manner in which actions are carried out)*, will be seen as actions which meet or don't meet the rhetoric of the organization with regards to *Purpose* and stated organizational values. However, the resulting theme which has emerged from the *Compact* can be classed as one which is a group outcome rather than individual outcome. The *Compact* involves a collective sharing and interaction, which results in the alignment or non-alignment of those collective individuals. This is

then followed with the *Aligned or Non-aligned End Product* theme, which is the collective action of the employees.

This provides an apt opportunity to re-visit some of the discussion earlier in the chapter which provided insight into the *End Product* theme. Especially, when recognising there is a development in the theme, which does require additional discussion. Previously, the *End Product* theme had been identified as not being a values theme in any way since it was certainly not a trans-situational goal or is it a guiding principle. However, it can be stated *End Product* is the organizational behaviour/actions which is seen by internal and external individuals. The previous discussion did touch upon the idea of such actions being carried out either in a positive alignment or misalignment. The study identified the relationship as being one way, the development of clearly identifiable themes of *Aligned or Non-aligned End Product* follow the same process and do not feed back into the previous themes within the process, but is rather an outcome of the interrelationships between the earlier elements of the model. Although, the literature would suggest action/behaviours are directly influenced by values (Rokeach, 1973; Schwartz, 1998), the model indicates there are several further considerations which need to be acknowledged before behaviour/actions occur in an organizational sense. Nevertheless, the study has identified how Organizational Development initiatives which is focused on bringing together the internal elements of the organization to support the achievement of vision and mission, may find this component of the process supportive. Abu-Hamour (2012) discusses social habits which have a negative impact on the administrative system. Therefore, the ability for an organization to at least attempt to manage social interactions of values in an organizational sense can potentially address the negative impact on administrative systems, whilst supporting the organizations ability to achieve wider purposes which are the foundations of the concept process.

Literature has identified how values have been described as the belief about how to behave and what goals are important to achieve (Feathers, 1994). The interaction of values plays a critical aspect of the model, but not just in the behaviours, but how the behaviour support the values themes which emerge during the *Compact*, resulting in the *Aligned or Non-aligned End Product*. Sarros and Santora (2001) indicate leadership is embedded in values, with values held by managers having increasing

impact on their behaviour and performance and ultimately on organization development abilities. The study has identified how values can develop and change, particularly in home and work environments. Therefore, leaders ability to dig below the surface of day to day operational priorities to refocus on the values themes may provide leaders with additional tools to support bringing staff together in order to achieve the wider organizational objectives. Therefore, the earlier components of the model provide the opportunity to focus on the *Alignment End Product* aspects whilst reducing the *Non-alignment End Product* behaviours which the leaders and organizational development initiatives can have a greater awareness of.

The study has identified some implication which supports the *Alignment End Product* which has been identified as *Commitment* element of staff in carrying out the services provided by the organization. Since, they may interpret such service/approaches as ones which meet or don't meet their expectation of the organization; in turn, impacting on their commitment as a member of staff or possible service user/customer. Current study would suggest this includes positive staff retention levels.

The study introduced the concept of *Alignment* and *non-alignment End Product* which is the accumulation of a much wider values process, which has been discussed during this section of the chapter. The study has proposed this is very much a service implication area of the model, which may have wider organizational development implications. The study has presented, in detail the various components in the model throughout the earlier chapters, which has resulted in a more refined model being presented and discussed. However, the practical implications of the model have not formally been reviewed, which would be an important development if the theoretical model is to have any wider application.

11.5.4 Values Alignment Community and Voluntary Sector Service Model Practical Contribution

The study is proposing the Values Alignment Community and Voluntary Sector Service Model, as a model which can be maximised by organizations in an executive education, consulting and/or coaching perspective focused on Leadership and wider Organizational Development programme. Mihaela et al (2011) indicate Organizational Development approach needs to formally recognise values in order to cope and

accelerate the pace of change. The model provides a process step approach for organizations and/or organizational development specialist to utilise when developing a wider organizational values programme. The model components provides a values check for practitioners and organizations to work through, which enables formal recognition of the various components which need considering to support values alignment service approach.

A crucial element for practitioners to consider when developing a values based programme will be the need to not solely work within the domain of the organization. Values frameworks focused on shared values have traditionally looked at organizational values, but not explicitly individual and organizations collectively (Kashyap and Sivadas 2011 and McDonald and Gandz 1991). The Service Model first process steps require reflection and involvement of staff inspired element in working for the organization and the organizations purpose. This process will work with teams on individual inspired elements of the organizations wider community benefit. Using this as an opportunity to identify the core purpose of the organization and how this inspires staff. The model suggests these earlier elements are very much the *Action Drivers*, which allows the organization to begin to define individual and organization values. Thus identifying values, which are not pre-determined but identified through the process stages with the staff of the organization. This process allows the practitioners to develop the values programme whilst moving away from tacit to explicit values. The outlining of this process provides links to defined values from leading values theory such as Rokeach (1970) and Schwartz (2012), which can be introduced during the values stage (identifying values of individuals and organization). Previous values models have identified a shared values mechanism, but not interrelationships which take place prior to a, so called, shared values achieved (Kashyap and Sivadas 2011, Branson 2008 and McDonald and Gandz 1991). In the current model the concept aspect which includes the 6 themes of *Values Recognition, Self-Direction Interpretation, Compact, Alignment and Non-Alignment*; details of which have all been discussed earlier in the chapter. However, the importance of the conceptual aspect of working through values recognition through to alignment or non-alignment provides Organizational Development specialists or consultants the opportunity to clearly define whether values are aligned or not. The model allows the formal recognition of the interrelationships in defining values alignment, which the

study has identified as an important development aspect in an organizational leadership development area. This in turn allows practitioners the opportunity to identify where non-alignment has occurred. Once identified, areas within the process stages can be re-visited to work upon the alignment process. This will support a humanistic focus perspective on organizational development initiative particularly around purpose, staff inspirational factors which can facilitate not just values alignment but the explicit defining of values throughout the values alignment process model.

The study has discussed how the model provides an insight into the interactions to which not only support achieving organizational purpose. But, enables the idea of a practical process which can underpin the idea of how organizational purpose and the inspirational aspirations of staff play a crucial role in how the purpose is achieved through the aligned service offer. However, the recognition of staff through the *Inspired* theme on organizational purpose evolving within the process the study believes adds to school of thought which recognises the need of a more humanistic focus, moving away from an administrative Organizational Development. Although, this is by no means the end of the model's development with opportunity to build on the work with further research around the practical aspects of implementing the model within an organizational context.

11.5.5 Leadership in Field

The previous sections of the chapter have summarised the elements of the discussion which adds to the fields of study, whilst identifying some further thoughts and ideas which may need further development. The following section will continue to build on this format, whilst recognising the areas discussed earlier in the chapter, which may add to the discussion in and around the leadership in field focus.

One of the initial observations which can be made in reviewing the current section relates to the bringing together of previous models, discussed within the study. Although, it can be argued this is not necessarily leadership in the field, the approach is important when looking at the whole research process. The founders of Grounded Theory Glaser and Strauss indicated the theory encompasses a multitude of ideas, attempting to present all the data would result in the researcher and study being swept

away in a tide of data. Furthermore, the challenge for the researcher is to facilitate understanding through the relevant materials presented (Glaser, 1978). Therefore, in bringing together previous models, allows the study to present a broader appreciation of the interactions which had previously been discussed. This contributes to the study not losing itself in data saturation. The current model brings together theoretic ideas which influence services whilst embracing the foundations of the organization.

The broader theoretic development of the model provides the study with a link into Organizational Development field, but also it can be argued adds to the appreciation of Organizational Development concepts, particularly, those which work within the more contemporary field of Organizational Development which focus on the behavioural and humanistic aspects. The study had identified the opportunity to support the idea of Organizational Development humanistic aspects discussed by Abu-Hamour (2012). The current model provides an insight into the interactions, which not only support achieving organizational purpose. But enables the idea of practical process which can underpin the idea of how organizational purpose and the inspirational aspirations of staff play a crucial role in how this is achieved. However, the recognition of staff through the *Inspired* theme on organizational purpose evolving within the process the study believes adds to school of thought which recognises the need of a more humanistic focus, moving away from an administrative Organizational Development approach.

The study recognised several models literature has presented around values within a variety of organizational situation (Kashyap and Sivadas, 2011, McDonald and Gandz, 1992, Branson, 2008). Leadership within the field the current model Values Alignment Community and Voluntary Sector Service Model, Diagram 8.3, which previous models have not recognised within the theoretical process, is based around the models not recognising staff formally. The current model, not only acknowledges staff, but identifies the interactions and relationships individuals bring to the collective process of values development across the organization. The study believes this is imperative since it is the staff themselves within the organization which brings the values alive. Furthermore, the study identified the gap in previous literature involving values in an organizational context not identifying a values recognition phase between home and work values. The process model acknowledges a *Values Recognition* theme which

provides a mechanism for work and home values to not only be recognised but it may be suggested prioritised. This supports the values theory proposed by Rokeach (1973), around values priorities. However, traditional values theory proposes values change not only over time, but also around environmental influences. The study proposes this is not necessarily an informal process in a work setting, with the *Values Recognition* allowing the values which people believe are a priority for their work, which may vary from the values they prioritise at home.

The study has already identified the leadership element associate with the *Individual* focused aspects, discussed above. However, combining this within the model with the *Organizational* elements provides a broader understanding of the theoretical interaction, which have emerged from the data. The importance of such interactions is clearly a central component within the whole process which allows more detailed insight into possible theoretic ideas proposed. Interestingly enough, Goulding (2002) discuss the importance of discussing behaviours rather than personal patterns, which allows wider application of theoretical ideas. The model discussed during this section and previous section, are not focused on personal patterns but rather the individualistic focused behaviours and interaction which link individual staff and organizational driven priorities/actions, regardless of personal patterns.

A further element discussed within the model which the study is stating as adding to the field of research is the focus in the model around matching up against values not necessarily achieving them. The *Values Recognition* theme of what organizational and individual desires and values within the organization provided an initial basis to initiate the broader appreciation of values in an organizational context which allows the idea of matching values. This fits in with the conceptual idea of values alignment which develops through the model. Particularly, around the idea of introducing the concept of moving from tacit to explicit values within the model, but not only the organizations, but the workforces too. The study proposes the importance of conscious awareness of values being a priority across whole organization. This requires not just values statements, but broader activities to allow values sharing and interactions. This will contribute to appreciating organizational actions are consistent with organizational values which literature recommends.

The Action Drivers and Concept Themes identified in the Values Alignment Community and Voluntary Sector Service Model, Diagram 8.3 collectively provide a mechanism to integrate, moral, social and business values across organization. This would appear be an area of development which adds to previous models which have not necessarily took a broader values perspective. The importance of the idea around a *Compact* in bringing this theoretical process together builds in the ideas discussed earlier in the chapter. Thus providing further credibility of the concept idea which has been recognised as a collective but not individual process. The summary of this section should recognise dhow the model added leadership in the field of stud, not just in a theoretical sense leadership in the field. The practical applications of the model as a tool to support leaders refocus not just themselves, but the wider organization on values and not just the operational challenges has been identified within the chapter.

11.6 Theoretical Organizational Values Matrix

The study has presented the Organizational Values Matrix, Diagram 9.1, during the Emerging Ideas and Concepts chapters. The theoretical concept of the values matrix intends to bring together, the themes and elements identified in the study into a framework which supports the integration and alignment of values across the organization. Although, the model is called the Organizational Values Matrix, not all the components in the model are values, but rather elements which support values awareness and understanding of values and interactions which will support a values based organizational development approach. The matrix has been introduced as a value framework tool, which can support organizations achieve goals within a purpose, vision and mission perspective. The matrix consists of four quadrants, which provide a mechanism for organizations to address values relationships and priorities. The following chapter will discuss the practical and theoretical ideas around the various components which collectively make up the Organizational Values Matrix.

However, before embarking on the discussion around each of the quadrants within the Organizational Value Matrix some further insight into the broader thoughts around the matrix. The conceptual idea of the matrix introduces four quadrants which can provide a benchmark around values, relationships and priorities, providing a mechanism for organizations to assess how the organization works in bringing values alive in

delivering services. During this stage of the research the study is not making specific assessment criteria, rather the theoretical concept each quadrant provides and how each quadrant can support the broader relationships and priorities to turn the values base within the organization into a reality. The following sections will discuss each theoretical quadrant and the contribution the quadrant makes in achieving the overarching idea of values alignment in supporting service provision, whilst meeting the purpose, mission and vision objectives organizations aspire to achieve. However, the framework at this stage is theoretical and the discussions which develop are based on previous research and literature which the study will make reference to in order to highlight the justification for the ideas, whilst recognising the conceptual ideas can all be traced back to the data within the study. Nevertheless, this is by no means the finished article and although the discussion will build on ideas there is still considerable amount of rich research potential for the framework.

11.6.1 Value Connectors

The study identified the *Value Connectors* quadrant; the individual component of the theme proposed involves an interrelationship with values either with colleagues or personally through recognition of values. Collectively, the themes can be described as organizational *Values Connectors*, which may be a mechanism in which organizations can facilitate values recognition and application in delivering internal organizational development initiatives. The initial presentation of the model introduced the idea that the connectors involved a variety of themes which have emerged through the study within the *Values Connectors* quadrant. One such theme the study identified was the *Compact*, which has emerged as an informal mechanism within the research. However, as the research has developed, ideas around this theme has grown, which has resulted in the themes being proposed as one which could become more formal. Particularly, how the *Compact* brings values to the forefront of leaders and organizations as a priority in achieve mission and vision.

Previous research has focused on value priorities in leaders within organizations and how such values relate to leadership theories such as transactional and transformational (Sarros and Santora, 2001). However, this study, as other studies have focused on measuring the values priorities of leaders and/or employees in the workplace (Buchko, 2007). Little attention is paid to how values are connected across

an organization. Similarly, several studies have outlined values models which focus on positive behaviours, but do not focus down on the interrelationships between value connectors or wider parts of the organization (Kashyap and Sivadas, 2011; McDonald and Gandz, 1992; Branson, 2008). *Values Connectors* provide a mechanism in developing interrelationships with staff across the organization which has a values focus, embedding values in the day to day operational work. The broader focus on the *Values Connectors* quadrant involves diverse range of values focused themes which connect values across the organization. The *Values Connectors*, allows the sharing of values, whilst recognising the diversity of values the staff in the organisation bring to work. This development point provides the research with an opportunity to re-visit question 8, of the research questions, which asked the following;

8. Do team leaders promote values alignment within teams?

The theoretical leap of introducing the *Values Connectors* has stemmed from the ideas and themes developed out of the data from the research. Therefore, the study can indicate leaders do promote values alignment in teams, since the concept of *Values Connector's* is a diverse range of values focused themes which connect values across the organization. Although, this may be done informally within the current organizations, the theoretical development focuses on formalising this within a clear framework, which is part of the Organizations Values Matrix. Particularly, when recognising, the connections of values across the organization may support a more aligned values base in the organization. Supporting the idea proposed by McDonald and Gandz, (1992), who suggest organizations can collectively change its values set, whilst acknowledging Branson (2008) idea of aligning the values across an organization.

However, the current study would argue there would need to be a mechanism to recognise values and connect the diverse values across the organization. Rather than taking steps to suggest which values set needs changing. Nevertheless, the theoretic focus on the Organizational Value Matrix is one which is to support organizations achieve goals within a purpose, vision and mission perspective. Whilst recognising the theoretical aspect of the model, which is one the study is proposing as a concept. *Values Connectors* can be elements the leaders within an organization formally plan

out to promote and facilitate the connection of values. Several of the themes identified within the research may provide a starting point to support that process. During this stage it is important to reaffirm this process is not about identifying values priorities rather a mechanism to support the connection of values. Schwartz, et al. (2012) has provided a fully defined theory on values, but there is little attention paid to bringing the values together in an organizational sense. The matrix is proposing components within the *Values Connectors Quadrant* which can be implemented to support the connections of values. These are as follows;

- **Alignment** Building into the day to day operations, opportunity to acknowledge and share examples of how teams are working towards and achieving outlined goals.
- **Values Recognition** Implementing a values recognition element to how values support individual and team achieve work objectives.
- **Interpretation** Implement internal process which allows group recognition of specific values, perspectives, but work with teams to identify varying application in completing work focused tasks.
- **Dynamic Values** Establish process which allows values development which may change over time and situations. Ensure appreciated of role impact on values which may occur across organization.
- **Non-alignment** Recognise utopia is not a reality and there will be opposing/differing goals within workplace, but do not see this as a negative.
- **Compact** Establish formal compact of shared values and goals, which turn values from tacit to explicit across the organization.

The above elements provide the quadrant with a collective approach which gives the organization a benchmark of how the organization is bring values together in achieving organizational operational objective's, but can be closely tied to the Purpose element, which can be identified in other components of the Organizational Values Matrix. The themes within the quadrant provide a focus point to implement the concept of connecting values across the organization. The practical application will be discussed later in the chapter. The important point to acknowledge with the themes identified within the quadrant, are all the themes which have been identified, stem from the data, which was discussed in Chapter 9.

11.6.2 Value Controllers

The previous section had discussed the initial conceptual idea of the Organizational Values Matrix, focusing on the values connectors, which had proposed links with wider aspects of the organization, particularly purpose. The collective focus of the matrix provides the broad scope needed to support any Organizational Development values approach. Nevertheless, the research identified *Value Controllers* quadrant as one which complimented the *Values Connectors* discussed in the previous section. The quadrant involves themes which incorporated purpose, buy in, commitment and how challenges/tasks are approached and carried out in an organization. The collective elements within the *Values Controllers* quadrant focused on what individuals see as the organizations values through the actions and experiences individuals have when interacting with the organization. Collectively, the themes can be described as organizational *Values Controllers*, which may be a mechanism in which organizations can facilitate organizational values actions and experiences staff encounter when working within the organization, which can be harnessed in supporting internal organizational development initiatives.

The recognition of *Values Controllers* as a mechanism which can facilitate organizational values actions and experiences would indicate question 7 of the research questions can be answered in a formal manner. The question posed the following;

7. Are leader's values influenced by the values structures within the organization?

The components of the *Values Controllers* quadrant have all emerged out of the data collected within the study. The theoretical element is the bringing together of the themes which have emerged from the data. The overarching theme is about a mechanism which can facilitate organizational values actions and experiences. Bazeley (2007) would define 'this bringing' together of themes, which have emerged out of the data into theoretical concepts, as tree nodding. In this case the collective components focus on facilitating values actions and experiences, the study can indicate that leader values are influenced by values structures, all be it in the current organizations informally. Nevertheless, leaders and employee values are influenced by

values structures in the organization. This provides the study with an element of rational to further build on the theoretical ideas around the current quadrant.

The quadrant can be linked with the previous *Values Connectors*, however with a slightly different perspective, but the relationship is very much in bringing together the values awareness and how the actions and experiences staff encounter may support or counteract the previous interrelationships identified, within the *Values Connectors*. During the literature review Hall (2001) ideas of values and learning organizations was identified as an example of the variety of values focused literature. Hall (2001) discusses how knowledge signifies something different to individuals depending on the context and level of involvement and development of the persons; he suggests our capacity for understanding comes very often in stages. The study would suggest values actions and experiences may be signified as something different to individuals within a work context. The capacity of staff to understand value experience may also come in stages, over time when working for an organization. Hall's (2001) proposes knowledge and values connection idea which looks at knowledge and values priorities, with varying levels of values awareness being a crucial element of the model. The study has touched upon the awareness ideas during the *Values Connectors*; nevertheless, this idea of varying stages of development which may result in different meanings to different people is one which may be applicable in supporting the ideas being proposed in *Value Controllers*. The study is proposing that the quadrant is very much focused on the development of actions and experiences when interacting with the organization and over time this will support the values development initiatives within an organization. Hambrick and Mason (1984) discussed how organizational outcomes are viewed as reflection of values and cognitive bases of powerful actors in the organization. The proposed theoretical aspect of the current quadrant is aimed at acknowledging staff may interpret different meanings to the actions and experiences they encounter. But with ongoing development the appreciation of the experiences and actions link to values can be more clearly defined through the relationships between the *Values Connectors* and *Controllers* quadrants within the Organizational Values Matrix. This will support the broader purpose to provide clarity on the actions within an organization, enabling the link between the values element and the experiences of the workforce. In turn supporting wider organizational outcomes and clearly linking these with the values of the organization.

The previous quadrant discussed how the organization can recognise values and connect the diverse values across the organization. The current quadrant aims to bring an awareness of the actions and behaviour within the organization and how this supports the values themes identified in the *Values Controllers*. The crucial overarching theme around practical Organizational Development initiatives is one which allows planned intervention, with the current study identifying the need for one which takes a humanistic perspective. The theoretic framework continues to build on ideas which have emerged from the research, but with further evolved notions to support the theoretical development of the framework. The elements which can be implemented within the quadrant to support how individuals see the organizations values through the actions and experiences when interacting with the organization include the following;

- Employee Engagement Actively engaging with the staff with aim of securing positive commitment to organizations which is supported by positive action.
- End product Process which is focused on how actions and services are delivered, not just service delivery.
- Purpose Linking all activities back to the organizations driving force, which is the purpose the organization was established around.
- Inspired Ensuring the future aspirations of the organization link in with a wider society benefit. This includes the selling of the ideas to staff and wider community.

The idea of the quadrants supporting themes is to ensure there is a collective approach which gives the organization a benchmark of how the organization is interacting with staff within the organization, whilst attempting to focus on the experiences which link back to values in achieving organizational operational objectives. However, there needs to be a continuous link back to organizational purpose to support a collective appreciation of values, goals and objectives which are aligned. The crucial point to acknowledge here is neither the *Values Controllers* or *Connectors* has any higher

importance than the other, but the collective impact of the theoretical concepts within the quadrants support the overall aim of the Organizational Values Matrix.

11.6.3 Auxiliary Drivers

The previous two aspects of the Organizational Values Matrix have been focused on values interactions that may be through formal value recognition and application or actions and behaviours. However, as the study developed the conceptual ideas from the themes which emerged from the data; the research identified some commonalities; particularly, themes which were very much about indirectly supporting the organization. *Auxiliary Drivers* quadrant was described as collective themes which provided benefits to organizational success and development, but in a way that may be seen as indirectly. *Auxiliary Drivers* quadrant provides a category which links the interrelationships. One of the common factors within this collective theme is based around either the individual's interrelationship with the organization and/or the interrelationship with colleagues, which provides collective benefits.

During the initial presentation of the theoretical theme, the research had identified an example from the literature review which supported the conceptual idea of *Auxiliary Drivers*. *Work involvement*; which was defined as 'how individuals reflect the significance of having and performing work activities', which has been suggested as a strength in one's identification with and involvement in a particular organization. The study is indicating, *Auxiliary Drivers* quadrant provides a category which links the interrelationships between the individuals and organizations. *Auxiliary Drivers* focuses on processes and/or systems, which are not directly linked to delivering a service, but rather the interrelationships behind the scenes which support the service process. Frost (2014) discusses how organizations need to invest energy into developing a strong value based culture. The collective components within the current quadrant have been described as themes which provide benefits to organizational success and development. The study would argue the outcome of the interactions within this category support the organizations in delivering services or products, is very much about investing in a wider values based culture.. Frost et al. (1985) may interpret this quadrant in the matrix as a 'Group Cohesion' focused on relationships, which McDonald and Gandz (1992) suggest is a required element in order to socialise employees towards organizational required values. An example, provided earlier

highlighted how *Sharing Responsibility*, whereby collective responsibility without looking to blame colleagues. This provides a sportive working environment for the individuals to work within whilst benefiting the organization indirectly through positive working relationships; rather than destructive relationships of blame cultures. Earlier on in the discussion the study identified the opportunity to meet *desires* and *needs* of staff within the workforce. This theme once again plays an important part in this broader *Auxiliary* quadrant, by engaging with staff in how the role and organization can meet the employees' *desires* and *needs* within the work environment. Burke (1995) discusses the need to value employees and how unwritten processes and rules support the wider organization. In this case, the unwritten rules elements are the added value the organization can provide when working in the organization; this may be wider than solely economic rewards. Lyon, et al. (2006) would support this proposal, in indicating the wider considerations employers need to take particularly when VCS organizations are unable to compete with the economic rewards offered by other organizations and sectors.

The broad category is about investing time and resource in the staff to influence relationships with the various components within the organization. This would support Organizational Development theory which indicates the goal of organizational development is to ensure the organization and all of its subsystems (processes, departments, teams, employees, customers, reward system) are working together in an optimum fashion to achieve the results desired by the organization (Castka, et al. 2003). However, it can be stated the *Auxiliary* theme is very much focused on the subsystems in order to achieve organizational objectives. In essence, *Auxiliary* is the support system in the matrix to ensure the *Value Connectors* and *Controller* have the supporting staff systems and processes to ensure the organizations has substance in being able to working collectively to ensure the values support development holistically across the organization. Burke (1995) discusses the need to utilise the talents of the staff more fully, the study is proposing the *Auxiliary Drivers* provide a mechanism to productively engage and maximise the workforce, both individually and collectively. The elements which can be implemented within the quadrant to support the *Auxiliary Drivers* in linking the variety of interrelationships across the organization have been identified as follows;

- **Employment Focus** Identifying the individual benefits of role and organization in meeting staff individual needs and desires from work.
- **Job Contentment** Actively promoting the security and stability of working in organization.
- **Lighter-side** Ensuring mechanisms are in place to relax and share positive experiences, work related or not with colleagues.
- **Organizational Processes** Mechanism which brings together *Values Controllers* and *Connectors*, when outlining internal processes, ensuring consideration are given on the practical impact of processes, when delivering services.
- **Organizational Wisdom** Bringing together the broader experience and abilities of staff, recognising previous roles and jobs, not just current position. Ensuring staff are provided with wider scope of situations and ensuring they have empowerment to can act upon knowledge.
- **Sharing Responsibilities** Facilitating defined shared responsibilities which are collectively promoted and reported on.

The quadrant is not independent of the previous two quadrants discussed or the last quadrant, which is yet to be discussed. However, the focus on the *Auxiliary Drivers* provides a mechanism to not lose sight of the interrelationships which take place when delivering services or products organizations aim to deliver. Although, the priority in the quadrant may not be values based in the sense of stipulated values, but there is an element of cross supporting the *Value Connectors* and *Controller*. Particularly, the values base of the interactions which may be associate with the *Value Connectors*, whilst underpinning the *Value Controllers*. The variety of the approaches proposed in the quadrant intend to enhance the opportunities to allow interrelationships to productively take place, but ensure this is a planned intervention rather than in an ‘ad hoc’ manner, supporting the planned interventions proposed in broad Organizational Development initiatives.

11.6.4 Altruistic Focus

The study identified the final quadrant of the Organizational Values Matrix as the *Altruistic Focus*, as one which is very much focused on wider society or internally

focusing on other individuals rather than there being a direct self-benefit. The quadrant has an organizational emphasis, whereby the organizationally self-transcending values are promoted, both internally and externally. Internally with staff when working with colleagues and supporting customers and externally as part of the organizations wider social benefit, which can be broader than the services provided through the organizations core service. This dimension was one which the study suggested is a core value theme which has emerged through the data within the study. However, in supporting a wider framework the *Altruistic Focus* provides an opportunity to link the other elements of the matrix which ensures there are balanced aspects across the organization which support internal benefits and provide organizations with a wider social focus. One of the facets of values systems need to incorporate collective interests, which it could be suggested is one of the factors which contribute to *Altruistic Focus* dimension.

The *Altruistic* quadrant ensures the various *Values Connectors* and *Controllers*, along with *Auxiliary* components are not too internally focused. Kaufman (2003) indicates lasting value of an organization regardless of sectors, is measured in terms of its contribution to the external client as well as a shared society. *Altruistic* quadrant intends to ensure any of the sub-systems, processes and approaches to values implementation is not solely self-benefiting for the organization. Schwartz and Bilsky, (1987) discuss and introduce the idea of self-enhancing values, which can easily become the focus of organizational focused values. Schwartz, et al. (2012) build on this in their refined model, which introduces a social focus to Theory of Basic Values. The drive to make the organizational succeed may become an overriding factor when attempting to implement a value based organizational development programme. Buchko (2007) identifies the need for ‘core organizational values’ in order for organizations to succeed. However, if such core values are too self-enhancing focused, issues may arise with managing internal staff and how the organization is seen through its customer base and wider society. The importance of recognising staff internally and having a wider society focus; whilst promoting positive behaviours and goals, in order to pertain good working relationships, provides what literature may refer too, as a values base which is self-transcending (Schwartz, 1998). Ensuring the organization considers values goals which are externally focused provides a mechanism to maximise individual and groups goals and actions for the better good of

all. Supporting recommendations and ideas discussed by literature, which suggests today's workforce are looking for more engaging work which has a meaningful and fulfilling (Kinjerski and Skrypnek, 2006). The study is suggested the *Altruistic* quadrant ensures there is a balance across the other elements of the Organizational Values Matrix, which can be argued at times, may have a self-enhancing focus. Therefore, the *Altruistic* quadrant provides a mechanism which allows the organization and those in the organization to formally consider broader values and purpose of the organization willingly. In essence, there is substance to the values proposed by an organization. Schwartz, et al. (2012) revised human basic values theory would appear to support the altruistic aspects discussed, with their recommendation of human values incorporating values which have a social focus.

The themes identified within the research provide a starting point to support the process; at this stage it is important to reaffirm this process is not about identifying values priorities rather a mechanism to promote core self-transcending values. The elements which can be implemented within the quadrant to support the *Altruistic* quadrant of ensuring individuals feel part of an organization which has a wider social focus:

- Community Ensuring there is true community engagement which is not just lip service, working with and for individual to encourage involvement by all to increase opportunities for all and
- Person Centred Providing clear guidance on decision making processes which keeps the individual at the heart of what is done and how decisions are made, which doesn't always need to have direct business benefit.

Literature has suggested one of the flaws in many organizational development initiatives are based on their focus, which are often only focused on the job, task and short term self-interests, whilst missing an opportunity to link to societal added value of businesses (Kaufman, 2003). The conceptual idea within the Organizational Values Matrix components is to ensure there is a balanced approach through the values interactions and activities within the framework and organization. The *Altruistic* quadrant intends to provide a mechanism in which to ensure the wider social aspects of the organization, this includes the staff and the communities in which the

organization delivers services are not lost in the drive to become efficient and totally task, job and self-interest focused.

The study has attempted to discuss each of the quadrants within the Organizational Values Matrix and the principles within each quadrant. The discussion has touched upon the interrelationships and complimentary ideas each quadrant within the Organizational Values Matrix brings. The following section will bring the collective aspects of the Matrix together, whilst identifying how the conceptual idea adds to leadership within the field.

11.6.5 Organizational Values Matrix Practical Contribution

The earlier part of the chapter presented the theoretical development of the specific quadrants within the Organizational Values Matrix. The study aims to propose the practical contribution of the Organizational Values Matrix. Particularly, how the matrix can be maximised by organizations in an executive education, consulting and/or coaching perspective focused on Leadership and wider Organizational Development programme. The previous sections of the chapter have discussed the focus of each quadrant and the components which need to be considered when working within the broader theme of the quadrant. This section will be more focused on the practical aspect of utilising the model in order to enhance a broader values based development programme.

The matrix will aim to achieve several organizational values focused outcomes, which include tacit to explicit values, values based employee engagement, defined organizational purpose focused values, recognition of staff values, confirmation of organizational self-transcending priorities, which include staff and wider society. In working through the components of each quadrant gaps in values focused areas can be identified and addressed if required. The crucial aspect of the model is to focus on the broader interrelationships of moving values from tacit to explicit, whilst incorporating the values into wider organization activities.

The study has identified each quadrant as one which complements the other, with no one quadrant being any more important than the other. Lennick and Kiel (2008)

discuss a similar approach within their Moral Intelligence concept when indicating the skills within the organization is to make an approach appear like a seamless blend of the various components. Therefore, it is the collective awareness of the whole organization in developing organizational wide values programme. The purpose of the matrix is to ensure there is balanced perspective on values across the organization and values awareness is embedded into the organization as a whole. This supports the perspective proposed by Castka, et al. (2003) who indicated the need for organizational development programmes to be whole organization focused. The various components within each quadrant provide an overarching perspective of how the organization is working with values and using values in developing services and products.

Through the theoretical development of the matrix, the study is proposing within each quadrant several components which ensure the wider focus on the individual quadrant is covered. These have all been identified within Chapters 11.6.1 to 11.6.4. Each of the components within the quadrants provides a mechanism to gain a baseline of the priorities for the organization in the overarching quadrant theme.

11.6.5.1 Value Connectors Workshops

The *Values Connectors* components provide priority themes which can be developed through training and team workshops, over an agreed time period. This will ensure the values connections across the organization are understood and appreciated. Ensuring values are moved from tacit to explicit, but also how they impact/influence operational aspects in the organization. Earlier leadership literature has discussed the need to induce followers to pursue a common goal which represents the values and motivations of leaders and followers (Larsson and Ronmark, 1996). *Values Connectors*- provide a mechanism in which organizations can facilitate values recognition and application in delivering internal organizational development initiatives.

Values Connectors priority workshops to be covered during Organizational Values Development programme include;

- Compact – Identification of shared values and goals, which turn values from tacit to explicit across the organization.
- Alignment - Build into the day to day operations, opportunities to acknowledge and share examples of how teams are working towards and achieving outlined goals.
- Values Recognition - Implement a values recognition process to show how defined values support individual and team achieve work objectives.
- Interpretation - Implement internal process which allows group recognition of specific values perspectives, but work with teams to identify varying application of values in practice when in completing work focused tasks.
- Dynamic Values - Establish annual process which allows values development which may change over time and situations. Ensure appreciated of role impact on values which may occur across organization.
- Non-alignment - Recognise utopia is not a reality and there will be opposing/differing goals within workplace, but do not see this as a negative. Ensure working teams identify non-alignment examples.

The outcomes from each component phase identify either an aspect which is not covered and needs to be formally addressed or brings to the surface informal or formal activities which take place in the organization which cover the quadrant component. The literature review had identified how leadership theory had paid little detailed attention to the values. The benefits of the matrix is once the series of activities/workshops have been complete a baseline understanding of how the organization is connecting values across the organization by detailing the elements identified within matrix. At this stage of the models development the exercises and activities which make up the workshops covering the components would need to be further developed as part of future research activities working with the Organizational Values Matrix. The outcome would indicate whether the organization has a high or low connection of values across the organization. This would then either need to be maintained or further time invested in connecting values across the organization.

11.6.5.2 Value Controller Workshops

The practical aspects, within the *Values Controllers* quadrant, enable the organization to acknowledge how staff may interpret different meanings to the actions and

experiences they encounter. But, with ongoing development the appreciation of the experiences and actions link to values can be more clearly defined through the relationships between the *Values Connectors* and *Controllers* quadrants within the Organizational Values Matrix. The understanding of the interrelationships will support the broader purpose to provide clarity on the actions within an organization, enabling the link between the values element and the experiences of the workforce. Leadership literature had identified the need for followers to question their values (Bass, 1985). The study would state the *Values Controllers* works as a mechanism in which leaders through organizational development programmes can facilitate organizational values actions and experiences.

In a comparable way to *Values Connectors* the components within the quadrants provides a mechanism to gain a baseline of the priorities for the organization in the overarching quadrant theme. *Values Controller* priority workshops to be covered during organizational values development programme can be seen below. Although, it should be noted at this stage of the models development the exercises and activities which make up the workshops covering the components would need to be further developed as part of future research activities working with the Organizational Values Matrix:

- Employee Engagement - Actively engaging staff with the aim of securing positive commitment to organizations which is supported by defining what is positive action,
- End product – Collectively define how values and actions and services are delivered not just service delivery,
- Purpose – Agreeing with staff how values and activities link back to the organizations driving force, which is the purpose the organization was established around and
- Inspired – Collectively define how the future aspirations of the organization link in with a wider society benefit. This includes the selling of the ideas to staff and wider community.

In a similar manner to the previous series of activities/workshops, the ones which need to be completed as part of the *Values Controllers* quadrant provide a baseline

understanding of how the organization is controlling values actions across the organization by detailing the elements identified within matrix. This would address some of the literature concerns raised during the literature review, whereby values development is lacking in human development (Pauchant, 2005). The *Values Controllers* ensures this human element is brought to the forefront of values based programmes. The outcome would indicate whether the organization has high or low values controllers across the organization. This would then either need to be maintained or further time invested in controlling values across the organization.

11.6.5.3 Auxiliary Driver Workshops

Auxiliary Drivers quadrant was described as collective themes which provided benefits to organizational success and development, but in a way that may be seen as indirectly. *Auxiliary Drivers* quadrant provides a category which links the interrelationships. One of the common factors within this collective theme is based around either the individual's interrelationship with the organization and/or the interrelationship with colleagues, which provides collective benefits. This collective benefit fits well with leadership theory discussed by Calder (1977), which focused on social influence on groups. Therefore, a wider understanding of interrelationships can be useful when organizations are attempting to maximise Leadership and wider Organizational Development programme. Executive education, consulting and/or coaching perspective can utilise the workshop component themes to delve into the elements within the auxiliary theme to broaden the organizations understanding of the auxiliary activities with the values themes discussed earlier.

Auxiliary Drivers priority workshops to be covered during organizational values development programme include;

- Employment Focus – Working with individuals and teams to identify the individual benefits of role and organization in meeting their individual needs and desires from work,
- Job Contentment – Working with staff to identify the security and stability of working in organization, rather than focusing on the turbulent and insecure aspects of work which is often the case,

- Lighter-side – Provide formal mechanisms to ensure there are opportunities to relax and share positive experience work related or not with colleagues. Ensure these are promoted,
- Organizational Processes – Review mechanism which brings together *Values Controllers* and *Connectors* when outlining internal processes, ensuring consideration are given to values and practical impact of processes when delivering services,
- Organizational Wisdom - Bringing together the broader experience and abilities of staff, recognising previous roles and jobs, not just current position. Ensuring staff are provided with wider scope of situations and ensuring they have empowerment to can act upon knowledge and
- Sharing Responsibilities - Facilitating defined shared responsibilities which are collectively promoted and reported on.

The study has stated the broad focus of this quadrant theme is about investing time and resource in the staff to influence relationships with the various components within the organization. Goleman, et al. (2002) discussed the importance of social influence in their contemporary leadership theory of Emotional Intelligence. The various workshops defined in the quadrant provide a mechanism to collectively invest time and resource in staff and their input into the wider organization, which is both role and organizational focused, whilst linking this back to the values quadrant discussed earlier in the chapter. How the workshop activities are developed and delivered as of yet of not been designed, since the study is proposing a theoretical approach. Nevertheless, the overarching aim of each auxiliary workshop is important to ensure the engagement and interrelationships of staff and teams are embedded into the values development programme.

11.6.5.4 Altruistic Focus Workshops

The study has discussed earlier in the chapter the importance of having a self-transcending values to ensure there is a balanced perspective across the organization. Safeguarding the organization against becoming too internally focused and self-consuming, literature has highlighted the need for organizations not too be too self-focused and the need for formal recognition of the organizations contribution to wider society (Kaufman, 2003). The study has stated the importance of recognising staff internally and having a wider society focus, which collectively pertains good working

relationships internally and externally. Executive education, consulting and/or coaching perspective can utilise the workshop component themes to delve into the elements within the *Altruistic* theme to broaden the organizations understanding of the altruistic activities which are either not recognised or would need introducing within the organization. The study recommends the *Altruistic* quadrant workshop themes be completed after the work done around the other quadrants. *Altruistic* priority workshops which should be covered during organizational values development programme include;

- Community – Outline an agreed community engagement plan, working with staff to agree how to engage with communities and to encourage social benefit, either through direct organization activities or additional community based activities and
- Person Centred – Provide detailed guidance on how decision making processes keeps all staff at the heart of what is done. Work with staff to outline how decisions are made taking into account staff, which doesn't always need to have direct business benefit.

The important consideration is the recognition of the values aspects which have been covered during the earlier work carried out around the Organization Values Matrix. Within each of the altruistic workshops, the values which have emerged from the *Values Controllers and Connectors* need to be highlighted, whilst the auxiliary outcomes are considered when working through the workshops in order to complete the overall objectives for the sessions as highlighted above. The workshops ensure the overall objective of the quadrant which aims to ensure individuals feel part of an organization which has a wider social focus, regardless of the organizations business purpose.

There are several examples whereby priority themes have been presented in a framework approach which allows self or external assessment within a particular area, may that be quality, and leadership (Milne and Gibson, 1994; Burns 1978) The Organizational Values Matrix provides a framework to develop a values based organization development programme, which embraces the various priorities needed to achieve this, which include staff and leaders , whilst acknowledges the wider organizations priorities and purpose, along with societal elements.

The study would argue the Organizational Values Matrix facilitates the values alignment process. The matrix does not re-define values but it does allow an organization to bring together various facets of values and the interrelationship together to turn values from tacit to explicit, whilst supporting the wider organizational benefit of values based organizational development programme.

11.6.6 Organizational Values Matrix Leadership in Field

The study has presented the theoretical concept around the Organizational Values Matrix during the Emerging Ideas and Concepts, Chapters, which has provided the basis for the development of the framework, whilst linking the ideas back to the data collected during the study. The previous section has continued to build on the idea presented, whilst discussing the framework and the ideas around the matrix against literature. The following section will pull together the various aspects of the discussion which has taken place to identify the relevant areas where the study proposes that the ideas around the framework adds leadership to the field of study.

The study has identified how historic values theory focuses on values priorities, (Rokeach, 1973 and Canttil and Allport 1933) whilst more contemporary values theory discuss the idea of opposing values (Schwartz , 1998). In an organizational sense literature has identified areas which focus on values and behaviours (Kashyap and Sivadas, 2011) goal-orientated and values-orientated aspects of organizations (McDonald and Gandz, 1992) or constituent aspect of an organization (Branson, 2008). The current research suggests it is adding to the field of study, since the Organizational Values Matrix provides a mechanism for organizations to address values relationships rather than priorities alone. Whilst bring staff into the picture and the potential interrelationships of values between staff rather than individual priorities. There would appear a lot of rhetoric with regards to values in literature, particularly leadership literature. The study identified Pauchant (2005) who indicated to date research and practice in leadership has been judged as lacking grounding in human development. Horner (1997) supports this by indicating research aiming to gain greater understanding of leadership research needs to look at the person. The research is suggesting the framework provides a conceptual model that brings values into a reality rather than just organizational rhetoric; in a way which brings together the humanistic element, organizational and values areas collectively together. This in

many ways provides the study with a structure response to question 9 of the research questions, this being;

9. How would the organizations internal value system support the engagement of staff in achieving their organizational goals?

Rather, than the answer being the internal values system supporting the engagement of staff. The study would propose the Organizational Values Matrix may support the engagement of staff around organizational values in achieving organizational goals. The various elements of the Matrix have been discussed whilst touching upon the cross quadrant interrelationships. The study is supporting previous literature around idea of values alignment, but acknowledges the diversity of values in a way which brings together the components of the matrix in a framework which allows interrelationships across quadrants. The *Values Connectors* link with *Values Controllers*, collectively focus on values connections across the organization rather than priorities alone. The connection of linking values to support purpose/goals, but more importantly how those components influence values, which ensures there is an interrelationship with *Controllers* which include purpose/goals. The *Altruistic Focus* intends to provide a mechanism in which to ensure the wider social aspects of the organization, which includes the staff and the communities in which the organization delivers services are not lost in the drive to become efficient and totally task, job and self-interest focused.

This focus interacts with the *Auxiliary* quadrant which the study has proposed supports *group cohesion*, if the wider society elements are not acknowledged the messages within the *group cohesion* elements may not be as prominently recognised. The study is suggesting two crucial elements within *Connectors* quadrant, *Purpose* and *Inspire* developed from previous models ensure purpose drift is managed and staff inspirations are embraced. This being supported with the priorities which need to be included within the *Values Controllers*, such as *Compact* and *Alignment* elements connecting the values to day to day activities of the organization.

Furthermore, the study is indicating organizations need to give considerable thought to what values are proposed internally. Particularly, when *Values Controllers* focus on

action and experiences and how they interact with values. Literature has indicated organizations need to emphasise how company's help staff fulfil their aspirations, both in a role sense, whilst acknowledging desires and needs of the workforce, but continuing to channel effort into achieving strategic objectives of organizations (Dolan and Garcia, 2002). The interactions between the quadrants support this whole process. The *Auxiliary* quadrant which the study has proposed supports *group cohesion* provides link back to the two previous quadrants of *Values Controllers* and *Connectors*. Whereby, the values base of the interactions which may be associated with the *Value Connectors*, whilst underpinning the *Value Controllers*. The variety of the approaches proposed in the *Auxiliary* quadrant intends to enhance the opportunities to allow interrelationships to productively take place, but ensure this is a planned intervention, rather than in an ad hoc manner, supporting the planned interventions proposed in Organizational Development literature.

During the literature review the study identified the importance of aligning our '*moral compass*'; suggesting the bases of the alignment is to ensure our actions are consistent with our goals and our goals do not contradict our values (Lennick and Kiel, 2008). The conceptual idea behind the matrix aims to ensure this brings together, goals, actions and values to ensure they are collectively shared and potentially aligned. The literature review identified how Nikolaou (2003) identifying one's values in a work context is following a '*needs-supplies*' standpoint within a person organizational fit perspective. Whereby '*needs*' are the employees' desires, goals and values whilst '*supplies*' is how the organization meets those needs. The research is proposing that rather than alignment being how the organization is meeting their desires, goals and values. The study indicates in this context rather than meeting their values it is more "*matching up*" against their values. Since it would be difficult to indicate a value has been met, desires and goals are tangible and measurable. Values are invisible, rather than being met it may be more likely the '*needs supplies*' standpoint with personal values relates to the possible matching up against values provides opportunity to meet '*needs*' and '*supplies*'. The critical aspect which needs to be recognised across the matrix is changes in one quadrant will always affect the functioning of the other three quadrants; therefore organizations must work across all four quadrants. This proposal does support other literature that proposed matrix models within the field of organizational development (Wilber, 2000).

The study is proposing the Organizational Values Matrix is adding to the field of leadership and organizational development through the planning of values connections across an organization. During the Introduction, Chapter 1, the research identified how 'values' was a concept which is flippantly discussed and outlined within leadership models and concepts. Particularly, how values have been discussed in the context of leadership, whereby models and discussions have not appeared to define or even outline the interrelationships with values concept and leadership (Branson 2008; Koivula, 2008; Cennamo and Gardner, 2008; Goleman, et al. 2002; Bass and Avolio, 1990; Andrews and Field, 1998; Goleman, 1998, Schwartz and Bilsky 1987; Rokeach, 1973). The Organizational Values Matrix provides a framework which enables leaders to take a planned approach, appreciating the internal capacity of understanding values, linking various components within the organization whilst appreciating impact on actions and experiences. Within an organizational development perspective the study has identified the challenge of identifying appropriate and relevant aspects within the organizational development realm to examine the impact of values on the overall organizational. The study is suggesting the framework proposed provides a support process, particularly around the modern organizational development approach focused on behavioural and humanistic aspects since the framework has people, their motives needs and gives the importance for external environment, working conditions and work, as it addresses the group working at the heart of the theory.

Furthermore, earlier in the literature review the study identified the need for organizational development to have agreed organizational purpose in order to review to improve organizations ability to meet its objectives, this being an important part of the overall Matrix, but a crucial element of the *Values Controllers*, which has interrelationships with the other components of the framework. The research had brought together literature to discuss the impact of values systems and attitudes within an organizational development context, whilst acknowledging the organizational development aim of taking a planned effort to vision, mission, strategic targets, strategic objectives and general objectives (Pitariu, 2003; Mihaela, et al. 2011). The framework provides a mechanism to link alignment of values and organizational development within the context of purpose, whilst embracing interrelationships

between staff and organizations or staff with staff which is not necessarily covered in historic values literature.

The idea to invest in staff which is not a new idea, but bring together values interactions would be a move towards a less elusive approach to values within organizations. The self-transcending element provides an important factor, which ensures sound basis for other quadrants, which may have other values basis. Solely internally focused values may cause issues with 'buy in' from the workforces, collective interests which are not too internally focused have been identified as important (Finegan, 2000). The current research would support this perspective, therefore regardless of organizational aims identifying societal aspects of organization brings new perspective, particularly in linking this to broader organizational purpose and goals.

Although, the framework has taken a theoretical leap in outlining the components, which can be traced back to the rich data collated during the research. The study would suggest the credibility of each quadrant having themes which can provide further detailed support for matrix enabling key areas which provide criteria and focus in attempting to benchmark how organizations meets the aims of the overall quadrant objectives, which collectively provide a rounded perspective of values interactions.

12.0 Limitations of Study

The study has identified values and leadership as elusive fields of study, combining this with the reality of traditional values and business management research often take a deductive theory testing and positivist research methodological approach (Alvesson and Willmot, 1996). Clearly, challenges will be made against any study which is not conforming to this traditional approach. Particularly, when recognising the fields of study the current research has taken. Nevertheless, the study has attempted to address these possible issues by taking a systematic approach to the whole research process in order to overcome the challenge of ensuring the research is valid and credible.

However, even before the systematic data process had been implemented, the study has attempted to address some of the possible concerns around philosophical perspectives, methodologies and method, by reviewing and outlining the rationale for the approaches being implemented. Setting out the foundations behind the study, ensuring the approaches utilised are appropriate in meeting the research aim and objectives whilst working within the parameters of the philosophical perspectives and approaches being proposed.

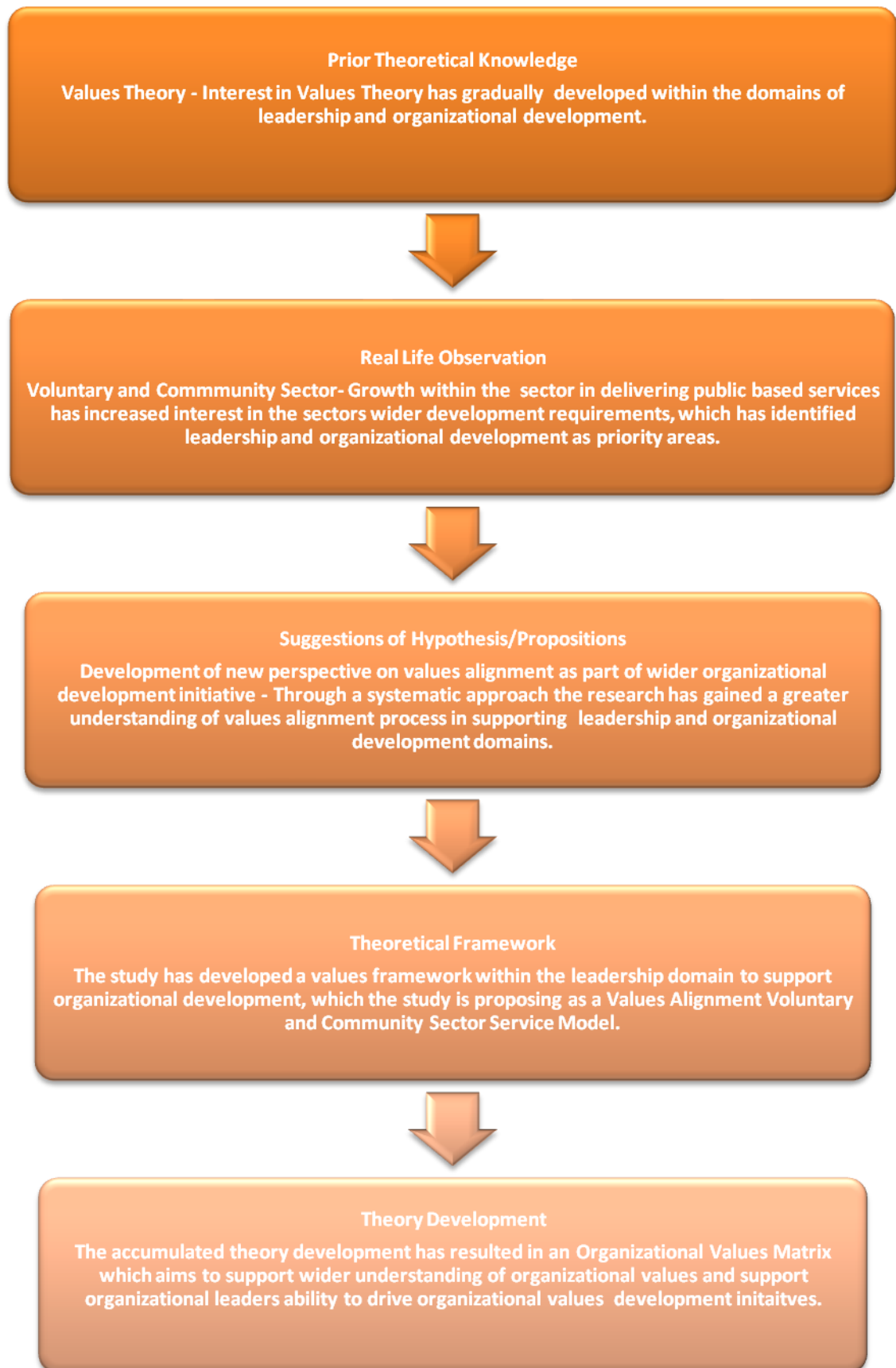
The resulting theoretical ideas and frameworks intend to be a basic type of theory, which Gregor (2006) would recognise as one which has been developed through open interviews, identifying commonalities and dimensions which have emerged from the data. Nevertheless, there are two main limitations to this research. The study was carried out in two small VCS organizations in the North West of England. Although, the study was approach in a systematic manner the scale of the participating research organizations is limited. Secondly, there are limitations to the scope of research, especially as it had to be completed in the period required for a doctoral submission. The values concepts and framework proposed have been developed within the constraints of completing research for a doctoral submission. Furthermore, the concepts and framework have been developed as theoretical ideas, which will require further research in order to hone and develop the concepts and framework proposed within the current study.

13.0 Conclusion

The journey began with the introduction of the sector and review of literature, identifying the areas of research the study believed relevant, whilst distinguishing possible opportunities for values alignment research within the management fields of leadership and organizational development. The research has taken a Grounded Theory approach to develop theoretical ideas from the rich data produced. However, there have been many challenges along the way, none less than attempting to make sense and present the concepts from a vast amount of information which has been produced, into a coherent piece of academic work. Literature recognises this as one of the biggest challenges when attempting to work within a Grounded Theory approach, which is often not as simple as analysing quantitative data (Goulding, 2002; Bazeley, 2007). Figure 13.1 provides a visual overview of how the study has worked through such challenges in using the Inductive Approach, discussed back in Chapter 6.2. The research has utilised the inductive approach in a practical sense, providing a clear step by step overview of how the various stages of the research has been accomplished through the Inductive Process first presented in Figure 6.3. Figure 13.1 enables the study to present how the various stages have been achieved within the research, outlining how 'Prior Knowledge' and the following steps within the process has been used to build up to finally 'Developing Theory', with the relevant stages within the study highlighted within Figure 13.1. The study has used this approach in order to overcome many challenges, whilst ensuring credibility, transferability, dependability, confirmability, which was discussed in detail during the earlier literature review.

The following sections of the Conclusion chapter will cover how the study has met the aim, objectives and questions, whilst summarising the new models presented and the leadership in the field. Before, finally outlining some possible areas for future research and concluding remarks around the study.

Figure 13.1 Practical Application of Inductive Process



13.1 Achievement of Aim

The sector focus has provided an opportunity to carry out research in a sector which has certainly not had the same amount of attention as the public and private sectors. The Grounded Theory approach the research identified as one which fits within the current research philosophical perspective. Whilst indicating the study is applying a substantive Grounded Theory, which is developed from work in a specific area, such as a particular organization or sector, which the study has done. Nevertheless, certain literature suggests this theory cannot be explained outside of the immediate field of study. Although, it can be argued a theory at such a conceptual level, may have important implications and relevance which supports the development of a wider general theory (Glazer and Strauss, 1968). The study has taken the perspective that the conceptual level of the emerging ideas and concepts does provide an opportunity to develop wider general theory.

The study's aim was to develop a new perspective on values alignment and organizational development. The study would propose this aim has been met when considering the research approach and theoretical ideas proposed. The current study is by no means attempting to redefine values. However, the study is recognising an alignment process which incorporates a variety of themes which support the values process in an organization. Leading values literature acknowledges values change and develop (Rokeach, 1973; Schwartz and Bilsky, 1987), this crucial changing aspect of values suggests a possible process of change. The current study is indicating a theoretical model within values interaction. The models have been identified as developmental, however the process discussed may provide new way of thinking when proposing values frameworks in an organization context. The models are by no means the finished articles; nevertheless, the process side proposed does appear to build on the humanistic side of values frameworks in an organization rather than a 'hard' organizational values system. The models within the research have allowed the study to present a broader appreciation of the values interactions, but also other components which enable values to come alive in an organizational sense. The variety of models would appear to bring together theoretic ideas which influence services whilst embracing the foundations of the organization.

13.2 Achievement of Research Objectives

The previous section outlined how the study has met the research aim; following the aim, the research had outlined two objectives. The first being:

- To gain greater understanding of values alignment process in leadership and organizational development.

The study would argue this objective has been achieved through the research approach and emerging idea and concepts the research has put forward. The study proposes the importance of conscious awareness of values being a priority across the organizations. This requires not just values statements, but broader activities to allow values sharing and interactions. This will contribute to appreciating organizational actions are consistent with organizational values which literature recommends. The study has identified how historic values theory focuses on values priorities; (Rokeach, 1973 and Cantril and Allport, 1933) whilst more contemporary values theory discuss the idea of opposing values (Schwartz, 1998 and Schwartz, et al, 2012). In an organizational sense literature has identified areas which focus on values and behaviours (Kashyap and Sivadas, 2011) goal-orientated and values-orientated aspects of organizations (McDonald and Gandz, 1992) or constituent aspect of an organization (Branson, 2008). The current research is adding to the field of study, since the Organizational Values Matrix provides a mechanism for organizations to address values relationships rather than priorities alone. Whilst bring staff into the picture and the potential interrelationships of values between staff rather than individual priorities. There would appear a lot of rhetoric with regards to values in literature particularly leadership literature.

This has led the study to suggest the research has met its second objective, this being:

- To develop values framework within the leadership domain to support organizational development.

The Organizational Values Matrix provides a framework which enables leaders to take a planned approach, appreciating the internal capacity of understanding values, linking various components within the organization whilst recognising the impact on actions

and experiences. Within an organizational development perspective the study has recognized the challenge of identifying appropriate and relevant aspects within the organizational development realm to examine the impact of values on the overall organizational. The study would state the model proposed provides a framework which supports this process, particularly around the modern organizational development approach focused on behavioural and humanistic aspects since the framework has people, their motives, needs and gives the importance for external environment, working conditions and work as it addresses the group working at the heart of the theory.

13.3 Achievement of Research Questions

The research had identified a series of nine research questions which would support the research achieve its aim and objectives. Through the Discussion, Chapter 11 the study identified areas whereby the data and emerging ideas enabled the research to respond to stated questions. All 9 of questions have been identified throughout the relevant sections of the chapter. Highlighting how the study has been able to respond to the questions concerned within those sections. The focus across all of the research questions was one, which was very much on values alignment themes and ideas relating to organizations, leaders, staff and values processes. In many ways, the questions provided reflective thought on the data being produced and assisted the study in attempting to understand the rich source of data which emerged out of the study.

The discussion identified values alignment as a process which very much takes place in an organization. All be it in an informal process, nevertheless this allowed the study to respond the nine questions around values recognition, awareness, commitment, promotion and systems which may be associated with organizational development and leadership field within the VCS organization participating within the study. There would certainly appear strong interrelationships taking place around values and values alignment, which may be harnessed to support wider organizational development and leadership initiatives. This has supported the development of theoretical thought from the data collected within the study; allowing the models and values framework to be proposed with credibility.

13.4 New Models Developed

The conclusion has touched upon the Organizational Values Framework as one of the new theoretical proposals the study has put forward in meeting the research objectives. Nevertheless, in carrying out the research several new models have emerged out of the research data which the study has put forward as new models within the area of values alignment and organizational development. In essence, four new models have been proposed which have developed out of some initial development models which resulted in the Person Centre Organization Model; Organizational Values Drivers Model; Organizational Alignment Model and the Values Alignment Voluntary and Community Sector Service Model. All the models provided insight into the interrelationships which the study has identified as part of the values alignment process within the organizations participating within the study. The models have been presented in a way which shows a reflective, but systematic approach which has produced an array of theoretical thoughts and ideas. Through this systematic process the study has applied, there has been an opportunity to make theoretical step around the values alignment process through the models. This accumulated in the new Organizational Values Matrix framework being proposed; further supporting the research aim to provide new perspective on values alignment and organizational development.

13.5 How the Research Shows Leadership in the Field

The various sections within the discussion have identified specific aspects of the themes, concepts and models being discussed which adds leadership in the field of study. Nevertheless, there are several concepts which the research identifies as particularly contributing to existing body of knowledge. Although, the discussion has developed in a manner which has brought together many of the components previously discussed into an overarching framework that is not to say there is not an opportunity to go back to the earlier ideas and build on these themes to develop further research opportunities. Therefore, the study will pull out the areas which the research would suggest as areas for future research, which will be highlighted in the following section.

The *Person Centred* organization provided the opportunity to discussion the association between the core value base and the organizational behaviour as one which

does appear to add to a broader debate on values. Whereby, literature indicates values are the drivers for behaviour. However, in an organisational context the link between behaviours to reinforce the values are crucial when this interaction will be observed by individuals, and groups within the organization. Rokeach's (1973) Instrumental Values, which are defined as 'desirable modes of behaviour' may provide a basis to add the idea of organizations which take a *Person Centred* approach to operational and service delivery. Such an approach brings the humanistic person to the forefront of the organizations business. There may be an opportunity for formally identify a series of overarching values bases, such as Achievement Centred, Power Centred, Intellectual Centred values basis which drive the behaviour across the organization. Wider appreciation of such values based operational and service focused organizations may further support the concept of broad value based organizations.

The *Purpose* theme has been identified as an *Organizational Aspect*, which is by no means leadership in the field. Nevertheless, the association between why an organization has been established and how this supports/influences values across the organization the study has indicated is an important factor when discussing values interactions and alignment possibilities. Particularly, when the study has suggested the beliefs, action and meaning in an organizational context stem from the organizational purpose, since this sets out the foundations of what the organization is all about. In a similar way to defining philosophical perspectives when scoping out a research project and how that influences the study's approaches, methodologies and methods. However, the study has indicated there needs to be a focus on the interactions between the organization's purpose, and values, to truly tie together such elements in an organizational sense. Therefore, this may require a more systematic review of organizational purposes, particularly when boards and senior management attempt to implement values based organizational development initiatives. Furthermore, the study identified the modern approach within organizational development theory which focuses on the behavioural and humanistic aspects since they concerned with the people, their motives and needs. Therefore, the interaction of the *Purpose* and *Inspired* theme would certainly fall within this domain of humanistic aspect concerned with people and their motives. Linking this with the leadership theory discussed around the ability of leaders to exceeded all reasonable expectations and succeed in getting followers or groups to fall in with their ideas (Larsson and Ronnmark, 1996); would

appear and theoretic idea which is adding to this humanistic focus within the field of organizational development. Therefore, ensuring the purpose of an organization is not just focused on an internally, self-enhancing purpose, such as profit. This recognition of self-transcending perspective would have wider benefits for the workforce outside of the VCS, but also ensuring the organization reflects on the ‘why’ question, rather than the ‘what is in it for us’.

The conceptual idea of the notion that there is a *Compact* which acts as an informal agreement, which is around what are shared behaviours/actions/values within the organization, could be seen as quite a theoretical development around values in organizations. Literature discussed sharing values as an idea, but literature does not attempt to discuss or propose a mechanism which facilitates this process (Kashyap and Sivadas, 2011; McDonald and Gandz, 1992; Branson, 2008). The concept of organizations having a values agreement which allows those individuals within the organization to formalise the values within the organization appears to have a basis as a concept. However, what seems to be emerging from the research is that the *Compact*, would seem to be an informal approach to building a values alignment in the organization, which looks to be led by the employees rather than top down values statement by the wider organization. However, there does appear an opportunity to add to the wider theory around the embracing of values within an organization. The *Compact* acknowledging the influences of the employees and the values they bring to the organization, whilst taking on board the influence of the organizations *Purpose* with the broader organizations values. Therefore, formal *Compact* initiative would enable values ideas to become embedded in the operational day to day activities, whilst ensuring values stay at the forefront of the mind of staff and leaders working within an organization. Furthermore, such an approach would support the recognition of diverse values base an organization will have. Nevertheless, a *Compact* will enable leaders and staff to outline the focused values base, such as the *Person Centred* discussed above.

13.6 Recommendations for Future Research

Although, the research has identified numerous areas which have contributed to the current body of knowledge within the fields of study discussed. There are several areas

which the study would recommend for future research which may build on the ideas which have been proposed. The process aspects which have been suggested within the Values Alignment Voluntary and Community Sector Service Model, Diagram 8.3, could be investigated further with more specific research into the components of the model and the interrelationships which are taking place between the various elements the collective model has brought together. This may provide a broader understanding on how to implement the model in a practical sense in supporting organizational development initiatives. Particularly, the concept of the *Compact* which acts as a lynchpin in bringing the values of the teams and organization alive, which in turn supports the alignment or misalignment of values within the organization.

The study continued to build on the theoretical ideas when proposing the Organizational Values Matrix, Diagram 9.1, which has emerged from the ideas and themes which in fact were all elements of the earlier models in the study. Further research in examining the process models and the possible links in the Organizational Values Matrix recommended may support the wider appreciation of the framework discussed. Furthermore, the study has indicated the values approach has not attempted to re-define values research, but rather support greater understanding and appreciation of values interactions and relationships in an organizations sense. In fact, the study has stayed away from looking at values priorities, which is a leading concept of historic values theory. Nevertheless, Borg, et al. (2011) may see an opportunity to look at the values priorities which would support each quadrant within the Organizational Values Matrix. The research had identified the *Person Centred* organization, which may be defined as a values priority. Rokeach's (1973) Instrumental Values, which are defined as 'desirable modes of behaviour' may provide a basis to further investigate such focused organizations, such as the *Person Centred* discussed. There may be an opportunity to formally identify a series of overarching values bases, such as Achievement Centred, Power Centred, Intellectual Centred and investigate the implications of such organizations values basis on the how the values drive the behaviour across the organization.

The research has put forward several components for each quadrant within the framework in order to provide structure in benchmarking how organization may be achieve the overarching themes for each quadrant with the idea that the various

components collectively support the values interactions and interrelationships, within the organization. Further research in devising an assessment process to address the components for each quadrant and enabling an Organizational Values Matrix toolkit to be proposed to ensure there is a collective balanced approach to implementing organizational development values interactions and activities in order to enhance organizations abilities to meet values goals whilst, recognising staff involvement and meeting organizational purpose.

13.7 Concluding Remarks

The study embarked on researching values alignment, which had been defined during the literature review as fit between personal values and the values of their team and organization. The research proposed that values alignment involved the matching up of individual, team and organizational values. Literature had indicated values alignment can support broader organizational benefits. Therefore, the study took a Grounded Theory approach, in order to develop some theoretical ideas and concepts within the field of study, but had no intention of setting out any hypothesis if values alignment did or did not support wider organizational benefits. Rather, identifying what came from the data which would add to the field of study, particularly around the interactions which may support values alignment. The interaction of values in an organizational sense and the idea of values alignment is not one which can simply be defined. Since, values alignment and non-alignment would appear equally as likely if little or no attention is paid to the process. Nevertheless, the research has proposed some interesting ideas and concepts which through further research may support organizations tackle the elusiveness of working with values. One thing for certain, even though values are elusive and often misunderstood, if organizations are to achieve their objectives successfully values focused activities needs to be embedded into organizational day to day operations and not just ‘flippantly’ referred to on a company website.

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Appendix I

Mrs Christine Fish
Hyndburn and Ribble Valley Council for Voluntary Services
Eagle House
5 Eagle Street
Accrington
Lancashire
BB5 1LN

Dear Mrs Fish

Organizational Values Alignment

I am aware that Hyndburn and Ribble Valley Council for Voluntary Service (HRVCVS) is in the process of completing a reviewing on the impact of service provision with individual teams and service areas and I would like to invite you to participate in a small scale research project, which complements HRVCVS and could be mutually beneficial. I am currently reading for a PhD research degree at Liverpool Hope University (supervised by Dr David Bamber) investigating team leadership, team membership and organizational values in connection with the performance benefits for the organization gained through the alignment of values.

Through participation in this research, HRVCVS could be assisted in;

- a) Developing some initial ideas and themes for the organizational alignment review,
- b) Taking the first steps in examining the values element of this organizational alignment review,
- c) Gaining an appreciation of the formal and informal teams working within the organization and
- d) Developing an insight into the enablers of organizational success.

I plan to carryout research interviews in October 2010. The interviews are expected to last approximately 1 hour, at a time which is convenient to participants. I would be grateful if you could consider assisting with the research interviews, perhaps yourself and one other member of your organizational team, with a potential for others to contribute at a later stage.

I have included a project overview and would have individual consent forms that assure organization and individual anonymity to be signed before any interview. I would be grateful if you could email or phone me to finalise interview date, time and venue as appropriate. If you require any further information or would like to discuss any aspects of the research as a whole, please do contact me via email or mobile in the first instance:
Mobile: 07970-115-002, Email: steve.harding@gingerbread.org.uk.

Yours Sincerely

Dr David Bamber BSc (Dunelm), PGCE, Med (EdPsych), PhD, FCoT
Research Director
Liverpool Hope Business School
PP Steve Harding BSc. (Hons), MBA, ILAM, ACIPD; MCFI

Mr Christopher Roderick
Knowsley Disability Concern
263a Tarbock Road
Huyton
Knowsley
L36 0SD

Dear Mr Roderick

Organizational Values Alignment

I am aware that Knowsley Disability Concern (KDC) is in the process of reviewing the alignment of overall organizational objectives with individual teams and service areas and I would like to invite you to participate in a small scale research project, which complements KDC's and could be mutually beneficial. I am currently reading for a PhD research degree at Liverpool Hope University (supervised by Dr David Bamber) investigating team leadership, team membership and organizational values in connection with the performance benefits for the organization gained through the alignment of values.

Through participation in this research, KDC could be assisted in;

- a) Developing some initial ideas and themes for the organizational alignment review,
- b) Taking the first steps in examining the values element of this organizational alignment review,
- c) Gaining an appreciation of the formal and informal teams working within the organization and
- d) Developing an insight into the enablers of organizational success.

I plan to carryout research interviews in February 2010. The interviews are expected to last approximately 45 minutes, at a time which is convenient to participants. I would be grateful if you could consider assisting with the initial research interviews, perhaps yourself and one other member of your organizational team, with a potential for others to contribute at a later stage.

I have included a project overview and would have individual consent forms that assure organization and individual anonymity to be signed before any interview. I would be grateful if you could email or phone me to finalise interview date, time and venue as appropriate. If you require any further information or would like to discuss any aspects of the research as a whole, please do contact me via email or mobile in the first instance:
Mobile: 07970-115-002, Email: steve.harding@gingerbread.org.uk.

Yours Sincerely

Dr David Bamber BSc (Dunelm), PGCE, Med (EdPsych), PhD, FCoT
Research Director
Liverpool Hope Business School

PP Steve Harding BSc. (Hons), MBA, ILAM, MCMI

Appendix II

Values Alignment Research Project

The Values Alignment Research Project aims to gain an understanding of the alignment of the values of leaders and organizational members with the values of the organization and how that alignment may support wider organizational development initiatives. The project will investigate the values of two third-sector organizations in the North-West of the UK and is directed by Steve Harding, MBA (Head of Regional Development at Gingerbread) and Dr Dave Bamber (Director of Research, Liverpool Hope University Business School).

The research will investigate three propositions:

- a) Where the values of members in a team are coherent with those of the team leader then performance will be enhanced compared with the situation where there is incoherence.

- b) Where the values of members in a team are coherent with those of the organization; organizational development initiative will be enhanced compared with the situation where there is incoherence.

- c) Where the values of the team leader are coherent with those of the organization, organizational leadership and development initiatives will be enhanced compared with the situation where there is incoherence.

If you or your third-sector organization would like to participate in the VARP please contact

Steve Harding; Head of Regional Development, Gingerbread

Mobile: 07970-115-002

Email: steve.harding@gingerbread.org.uk

Appendix III



VARP

Interview Consent Form

Section 1

Tick

	I am able to talk to you about your research study on values (Please go to section 2)
	I am unable to speak to you about your research study on values (Please go to Section 3)

Section 2

Tick

	Please contact me to arrange a suitable date, time and venue.
	I can be available to meet you at the following times, dates and locations
Date(s)	Time
Location(s)	

Section 3

I do recommend that you speak to
<ul style="list-style-type: none">•••



VARP
Interview Consent Form

Section 4

Name:	
Position:	
Organization:	
Telephone:	
Email:	

Electronic Signature:	
Date:	

Thank you for completing this consent form, could you please email to steve.harding@gingerbread.org.uk

Appendix IV

Initial Probing Questions – not directly asking about values

Organizational probing

- How would you describe your organization?
- What would you say are the key characteristics of your organization?
- Why have you described your organizations in that way?
- What attracted you to come and work for this type of organization?
- What would discourage you from joining any future organizations?
- What would you say is unique about your organization?

Leader probing

- Are you inspired by your organization?
- What would you say are the factors which do/would inspire you?
- Would you classify your organization as moving forward and achieving its organizational goals?
- What would you say are the key enablers in moving your organization forward?
- How would to describe the team leaders in the organization?
- Why have you described them in this way?
- Are there any aspects of the team leaders in your organization that you associate with yourself?

Group/Team probing

- Would you say there are formal and informal groups within your organization?
- Do you see yourself as a members of one or both of these groups?
- If there are formal and informal groups, How would you say these groups differ?
- What are the key characteristics of the groups?
- How would you say these working groups are established?
- What keeps these groups bonded and functioning effectively?
- What would you say hinders the effective working of these groups?

Appendix V

Working for Organization

- Why did you join the organization?
- What attracted you to come and work for this type of organization?
- Have you ever considered these things since you first started working for the organization?
- How often do you considered/think about the reasons you joined this organization?
- If you have, what triggered the thoughts/considerations?
- Would you say this has changed since you have been working for the organization?
- Why were these things important to you?
- Would you say these are still important to you?
- Why would you say this hasn't/has change?
- Would this matter to you?
- Why does/doesn't this matter to you?
- Would you say this surprises you?
- Do you think the organization recognises the factors about why you joined the organization?
- Why would you say that?
- Would you say it is important to the organization?
- Why would you say it is important to the organization?
- Would you say individuals within the organization recognise these factors?
- Would you say you are surprised about that?

Organizational Values

- If someone asks you about values in an organizational context, what does this mean to you?
- How would you describe what values are?
- Would you say these are important?
- Why would you say they are important?
- Would you say they are important in an organizational context?
- What would you say are your organizations values?
- Why have you stated these particular values?
- Could you explain further, why you feel these are the organizations values?
- Are these the stated organizational values?
- Would you say the organization promoted these values in any way?
- What are the mechanisms used within the organization to promote such values?
- Where in the organization are such values found, formally or informally?
- Why do you believe the organization promotes those values?
- Would you say it is important the organization has stated values?
- Why would you say that it is important?
- Do you relate to these values in any particular way?
- Would you say these values are known in the organization?
- Do you ever consider/think about these organizational values during your work?
- If you have considered these values, why did you/ or what made you consider them?
- If have considered the values during work, would you say there was any particular consequence?
- Would you say these values have changes since you joined the organization?
- What would you say the values of the organization were when you first joined it?
- Why do you think they have changed?
- Would you say this has been a problem?
- Does it matter they have changed?
- Does it surprise you if they have or haven't changed?

Individual Values

- What would you say are your personal values?
- Why have you stated these values?
- Are you surprised you have identified these values?
- Do you ever consider these values whilst in work?
- Does this surprise you?
- Why does this surprise/not surprise you?
- Do you think it matters that you do or don't think about these values?
- Would you say the values of your colleagues have come to surface when working within your team/organization?
- What values would you say have come to surface in the workplace?
- Why have you stated these particular values?
- In what situation(s) have such values come to surface?
- Has this influenced the manner in which you have interacted with such individuals?