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Employees' Perceptions on Organizational Value Themes in RemedyCenter

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Tämä opinnäytetyö kartoittaa, mitä näkemyksiä RemedyCenterin henkilöstö kokee merkityksellisinä organisaationsa arvoina. Työn tavoite on tarjota RemedyCenterille organisaatioarvojen teemoja, jotka noudattavat henkilöstön arvonäkemyksiä työpaikalla ja jotka ohjaavat toimintaa.

Kartoitus toteutettiin lyhyellä web-kyselyllä, minkä tuottama empiirinen data analysoitiin toistuvuus ja sisältöanalyysia käyttäen. Tulokset ryhmiteltiin arvoteemoiksi, joita arvioitiin Competing Values Frameworkin (CVF) avulla.

Seuraavat arvoteemat nousivat esille. Kuvailevia arvoteemoja olivat työyhteisö; tasa-arvo ja kunnioitus; nopeus ja kehittyminen; asiakkaat; sekä ammattitaito. Nämä teemat saavutetaan tuottamalla laatua; palvelemalla; kehittämällä; ja ratkaisemalla ongelmia. Tulokset esitettiin CVF:ssä, missä nykyiset arvoteemat koostuvat Kontrolli, Yhteistyö ja Kilpailu osioista. Tulevaisuuden arvoteemat, jotka perustuvat missioon ja johdon kommentteihin, ovat Kilpailu, Luonti ja Yhteistyö.

Tutkimus osoittaa, että Yhteistyö ja Kilpailu eli työyhteisö ja markkina ja asiakaskeskeisyys ovat keskeisimmät painopisteet. Huomionarvoista on lisäksi, että toiveena on siirtyä Kontrollista Luontiin, ts. byrokratiasta yritysostoihin. CVF:n suurin arvo onkin nyky- ja tavoitetilan vertailu.

Vaikka tulokset ja loppupäätelmät koskevat vain RemedyCenteriä, organisaatioarvoteemojen tutkimus- ja arviointitapa on monistettavissa muihin organisaatioihin. Kyselyssä oli vain neljä kvantitatiivista ja kaksi kvalitatiivista kysymystä. Tästä vastaajaystävällisyydestä huolimatta vastausprosentti jäi erittäin pieneksi, mikä osaltaan söi tutkimuksen luotettavuutta. Siitäkin huolimatta RemedyCenter koki saaneensa riittävästi pohjatietoa lopullisten organisaatioarvojensa luomiseksi.

Tämä opinnäytetyö esittää kevyen tavan tunnustella henkilöstön näkemyksiä organisaatioarvoista sekä CVF viitekehyksen, minkä avulla keskustella aiheesta.

Tätä opinnäytetyötä on sitonut salassapitosopimus, mistä johtuen yrityksen ja sen liiketoimintayksiköiden nimet ovat fiktiiviset.

This thesis aimed to find out perceptions, which the employees of RemedyCenter, hold valuable with regard to organizational values. The objective was to offer RemedyCenter a set of value themes that are aligned with employees' value perceptions and which are lived-by.

A short web survey was conducted followed by analyzing this empirical data using frequency and content analysis. The results were clustered into value themes, which were further discussed against Competing Values Framework.

The following value themes were found. As descriptive value themes there were work community; equality and respect; fast moving and developing nature; customers; and, professionalism. How these value themes are achieved or lived-by are through producing quality; serving; developing; and, by solving problems. The results were presented using Competing Values Framework (CVF), wherein the contemporary value quadrants are those of Control, Collaborate, and Compete. The predictive situation was presented using company mission and management comments, which indicated that Compete, Create, and Collaborate quadrants described the value themes that RemedyCenter is aspiring for.

The research shows that Collaborate and Compete quadrants, i.e. work community and, market and customer centricity, are emphasized. The biggest difference between present and future value themes is the desired shift from Control to Create quadrant, i.e. from predictability to innovative growth. The most valuable tool in CVF is to note the difference between contemporary and predictive value themes.

Although the results and findings are unique to RemedyCenter, the methods to study and evaluate organizational value perceptions is applicable to other organizations. The research was user friendly with only four quantitative and two qualitative questions. Despite this, respondent rate remained very low. The trustworthiness of the research suffered because of these. Despite the limitations, RemedyCenter considered having received an adequate amount of groundwork in order for them to decide and create the organizational values.

This thesis provides other organizations a light way to probe into perceptions on organizational values and a tool, how to discuss them with the help of Competing Values Framework.

This thesis has been subject to confidentiality agreement due to which the names of the company and its business units are fictional.

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References and Literature

Appedices:

- Invitation to participate translated from Finnish to English
- The Survey questions in Finnish
- Presentation to RemedyCenter, Jan 12, 2017

1   Introduction

1.1   Overview and Background

Organizational values should remain stable over time in order to set a strategic aim for all actions leading to whatever the organization looks for. In addition, they should hold such importance that the large majority of the employees can commit to. (E.g. van Rekom et al., 2006: 189.) Last but not least, they should be coherent with daily practices. Values at best are the guideline, basis, or framework for all actions that take place in the organization. Now, if there are big or dramatic changes in the organization, these values should either stand strong to ensure business as usual or be re-evaluated. In case there are changes in the organization, it is worthwhile to study if the organizational values are those that support the business strategy or if modifications should be made either in the way the values are carried out in practice or with regard to the contents of the values themselves. (E.g. Hoftsede et al., 2010.)

Furthermore, values should be studied hand in hand with how they are depicted in everyday business, i.e. as in "living the values"[1] (ref. Finegan, 2000: 162). For organizational values to have meaning, it is vital that they are carried out in practice in all aspects of business and throughout the organization. Values are a composition of underlying presumptions (Schein, 2009). Organizational values should not be studied as "is" but how they are perceived in an organization (Finegan, 2000).

The author chose the subject, because she is intrigued by organizational cultures, especially in health care and how the culture eventually affects customer experience. Although the case company RemedyCenter (name is fictional, but organization is real), showed immediate interest in cooperating with the author, they proposed in May 2016 another topic, that of, studying underlying perceptions on organizational values of the employees and especially how they are perceived and carried out in practice. The research topic and objectives were going to be finalized in early Autumn 2016, by which time the objective of the research by RemedyCenter had further developed to the present one.

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[1] Living-by-the-values" means that the values match, support, and guide the daily life and work of the personnel.

Since there have been many strategic and operational changes in RemedyCenter, the present values no longer match the daily work of the personnel. The values have become just nice words on the cafeteria wall, while only seriously taken and actionable values are of relevance (Gorenak and Košir, 2012). In fact, there is no knowledge whatsoever in the organization, what kind of values could be "lived-by". In order for RemedyCenter to develop appropriate organizational values, the author was given a task of **studying the perceptions on organizational values of RemedyCenter's personnel in order to find coherent value themes.** These themes of values will be used as a basis for RemedyCenter to finalize its organizational values later on. In order to bring depth and ease of later applicability of the empirical research herein, the author adapted the empirical research results to Competing Values Framework that presents the contemporary and predictive value themes.

1.2   Case Company: RemedyCenter

1.2.1   Organizational Background and Structure

RemedyCenter Corporation provides extensive range of general and occupational health care services as well as surgical and hospital services and dental care for both private and public sector customers. It has nationwide services, but is more prominent in Helsinki and Tampere areas. RemedyCenter was founded in 2001, but has grown since through mergers and acquisitions to become a major player in Finnish social- and health care sector. (Annual Report 2015.)

Within a year (2015) its personnel has grown by 15% and revenue by 43% mainly due to buying outsourced services. Growth is still very much the driving force of RemedyCenter's strategy. (Annual Report 2015.) RemedyCenter's business model is unique in Finland combining both private and public sector.

RemedyCenter is further divided into two business segments: Clinical Unit (later CU) and Social Unit (later SC). CU "produces general and specialized care services, diagnostics and surgical services as well as occupational health care and dental care services". Services are provided to customers, companies, insurance companies, cities, municipalities and other public organizations. SC segment is comprised of outsourced social and health care agreements in chosen municipalities. (Annual Report 2015.)

The growth is especially expected from the SC segment, as RemedyCenter considers that taking municipalities' social and healthcare under its wings, provides speedy and steady growth. However so far, CU segment brings most of RemedyCenter's revenue. (Annual Report 2015.)

RemedyCenter is a forerunner in its industry sector due to its rather unique business model and structure. In addition, it provides a wide set of services in several fields of social and healthcare. However, such diversity tends to add pressure to create unity.

1.2.2   Strategy, Mission, and Present Values

When defining organizational values, it is good to look at strategy and mission (and vi- sion), because values should embrace strategy and mission (e.g. Schein, 2009; Vogds 2001; Malbasic et al. 2014). Therefore, when comprising the new values or themes thereon, they should be checked vis-à-vis with RemedyCenter's strategy and mission. Values should also be such that they endure time and changes, even if there would be changes in strategy and/ or mission. (E.g. Schein, 2009 and Novetos, 2016.)

"RemedyCenter's strategy is based on broad service offering, both in private and public social and health care markets. A wide range of services provides growth opportunities in several business areas and allows for the diversification of business risks and the achievement of operational benefits. (Annual report 2015).

The mission of RemedyCenter " - - is to grow profitably into a leading nationwide social and healthcare operator and a responsible industry pioneer that provides rapid access to care for its customers. RemedyCenter wants to be the preferred service provider, em- ployer and partner in the social and healthcare sector." (Annual Report 2015.)

RemedyCenter has undergone in a short span of time several acquisitions and experi- enced rapid growth, wherein it is highly certain that a) the present organizational values are no longer coherent but instead invalid, and b) it is no longer certain, if or how much the personnel find commitment and engagement to present (yet unrecognized) values. The organizational values are officially defined, but due to growth and changes, it is highly likely that the present values are no longer operative, have alienated from strategy and daily work, i.e. one could say they have become completely void. "There is no need to discuss the present values at all, because they have never been communicated widely

in the organization. They are non-existent. Instead, it would be useful for us to know, which values experienced by the personnel guide presently the daily activities and commitment to the company." (email HRd, Sept 9, 2016). For this reason, the present values are unknown and unexplored by the author.

1.2.3   Value Aspirations of RemedyCenter

The initial wish of RemedyCenter is to find such proved value themes that can be activated for a better fit to the organization and its personnel in their daily work. Second wish, which is beyond the scope of this thesis but to which this thesis may give direction to, is to be able to utilize the results to capitalize further RemedyCenter's competitive advantage, (ref. SVP, May 19, 2016.) e.g. in leadership issues and employer branding.

The research on employees' perceptions on organizational values is initiated by the following aspirational guidelines from RemedyCenter: 1) the survey must be as quantitative as possible, user friendly and fast to reply, 2) it is accessible to all through Intranet, but optional to answer, 3) word "value" must not be mentioned, 4) the suggestion on value themes based on survey results should provide an important groundwork for final decision on values (that will be carried out by RemedyCenter itself) (ref. SVP, May 19, 2016 and HRd & DCI emails, Oct 15 – Nov 12, 2016). This suggestion presented with the help of Competing Values Framework answers to the wish of HRd on "combining the individual's values experienced in daily work with the targets and aspirations of the management" (HRd, Jan 12, 2017).

RemedyCenter has an open and employee friendly approach to ensure uniformity in the organization and congruence between personal and organizational values, because it wishes to hear the voice of its personnel (Boxx et al., 1991). The organizational values are built bottom-up, instead of top-down

1.3   Purpose of Research and Objectives

This thesis aims to propose a clear and somewhat measurable suggestion on the themes of organizational values based on perceptions of the personnel and that are compatible with RemedyCenter's strategic aims.

Purpose (P) of the thesis is:

P: to suggest such value themes for RemedyCenter (that they can start building coherent organizational values).

Objectives (O) thereof are:

O1: to research employees' perceptions on RemedyCenter's organizational values

O2: to analyze value themes born from the research against Competing Values Framework

O3: to prepare an executable suggestion to start implementing organizational values in RemedyCenter.

As for RemedyCenter's objective, they expect that this thesis proposes such a suggestion based on which they can create organizational values that are executable, i.e. such "values that are lived by the personnel" (ref. SVC, May 19, 2016) and enhance e.g. commitment (HRd, email Sept 9, 2016).

Figure1: Thesis outline

2   Review on Organizational Value Studies

2.1   Relevant Terms

2.1.1   Value

Definition of values as such has been a question of debate and discussion since the days of Socrates. Value is associated with ethics, virtues, and morale, in simple terms; it defines what is wrong and what is right. When values are rooted deep enough, it is difficult

for an individual to explain why he/she thinks so. The answer often is "it just is so." (Stanford Encyclopedia of Philosophy, 2014.) In a situation like that, the value has become a strong belief in which people have an emotional attachment to. These values or beliefs are not easy to change. (Juuti, 1995: 72-73.)

2.1.2 Personal Values

Values can be divided into personal (or individual) and organizational values. Our personal values reflect to our organizational behaviour and perhaps in a lesser extent vice versa. Personal in the sense that the values that each one of us possesses are brought to the workplace in the way we think and behave, but in a modest form. If personal values differ greatly or enough, depending on one's emotional attachment thereunto, from the values of the organization, it is likely that the individual has difficulties in adapting to organizational culture. Oftentimes, these individuals tend to terminate or get their employment terminated quite fast. On the other hand, when personal values are somewhat aligned, or at least not contradictory, to the values of the organization and to other employees, individuals have longer employments and a bigger chance of getting satisfaction from work. (Leiviskä, 2011; Finegan, 2000.)

Maslow's hierarchy of needs is often used in describing the connection between hidden needs and behaviour. First a person needs to get the basics like food and other physiological needs satisfied, the upper steps towards self-actualization are safety, then love/belonging, and esteem. (Pichère, 2015.) As individuals we value the most getting our physiological needs satisfied, but to pursue happiness, our values are inclined to be in cohesion with self-esteem and self-actualisation (Hofstede et al., 2010: 9). Values answer to the question: "what is important to you?" or perhaps even to "what makes you tick?" (Putnam, 2006).

2.1.3 Organizational Values

Values are often divided into terminal and instrumental values, wherein the first one refers to having a moral significance or value by itself for its own sake, while an instrumental value is achieved through something else (Stanford Encyclopedia of Philosophy,

2014). In the case of an organization, mission and vision could be translated to be inclusive of terminal values, while instrumental values refer to ways how the terminal values are achieved (Hultman, 2005: 41). In this sense, organizational values that include desirable state of existence are terminal, and lived-by-values, which define desired behaviour to attain the terminal values, are considered instrumental.

Organizational values are shared values by those associated, often working, in a particular organization. They are common to and shared by individuals and should support the desired behaviour and guide to understanding what is right or wrong as part of the organizational culture. Organizational values can become beliefs that are unique to the organization, but not necessarily to individuals. These beliefs are shared, as often the case is, by employees. What may be personally important to someone may be secondary in organizational values, and not contradictory. (E.g. Finegan 2000; Gorenak and Gosir, 2012; Hofstede, 2010: 347-349.)

Values unconsciously direct our attitudes and furthermore our behaviour; we behave in a certain way, but cannot necessarily reason why (Schein, 2009). With regards to organizational values, there is not a dire need to understand the personal values of the employees bit moreover, how they are reflected in the daily work and even more so, how organizational values are perceived by the personnel (Vogds, 2001; Finegan, 2000). Organizational values in this respect are instrumental that serve terminal values.

Organizational values are often explained in the form of value statements. Employees are expected to act in accordance with them, even if they do not support them personally. This can also be, from the view of an organization, a formal statement of the aims or beliefs that will guide employee behaviour. (Huhta and Landström, 2016: 2.) Values are good to be defined as actions that lead to desired outcomes (Hultman, 2005: 41). Generally, there tends to be three to four values, like in the case of French revolution: liberté, fraternité, égalité, or Christianity: faith, hope, love (Novetos 2016).

Organizational values are meant to inspire (Serrat, 2010); they ought to be defined as actions (Hultman, 2005); they should be integrated to behaviour (Hoffman and Woehr, 2006) to name a few. Values are connected to ethical behaviour, morale, commitment to and of employees, and commitment to customers (Schein, 2009). Other connections are likely but not necessarily proved directly (Kelly et al., 2005: 3). The values must be defined in such a way that they have an impact on the way how people perform their tasks.

The values have little input, if they are not communicated well. (Gorenak and Gosir, 2012: 564.) According to Schein (2009), the levels of culture is composed of three levels presented in Figure 2.
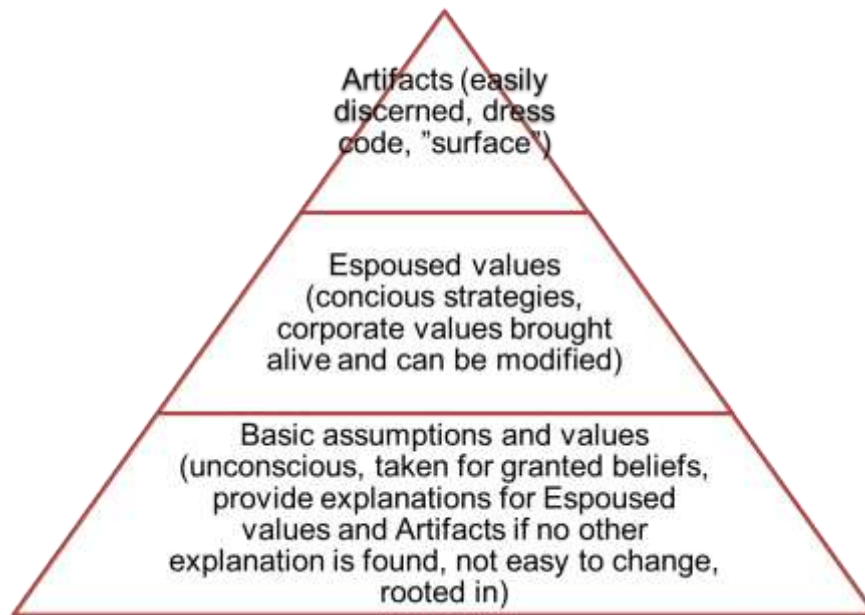

Figure 2: Schein's (2009) Layers of culture (adapted)

Usual problems with values are that they lack specificity, they are not action directed, they are badly introduced to employees, too common sense and not distinguished enough, and controversial (too ambiguous to understand). (Thornbury, 2003; van Rekom et al., 2006).

There are many good descriptions on organizational values, but here is a quotation from the presentation of C. Krueger in the study of Vogds' (2010), who has compared many descriptions: "values are a set of beliefs that influence the way people and groups behave; they are the "soul" of the organization; effective values are deep rooted. - - The values, or perceptions thereof, are the driving force of an organization" (Vogs, 2010: 24-25). Another organizational value description is from Cingula (in Gorenak and Gosir, 2012: 564): "Organizational values are what people within organization think is good for organization in the future. Due to this, values reflect the mission and strategic goals of the organization."

"Work values refer to the goals or rewards people seek through their work" (Schwartz, 1999 :43). They are personal values in the context of work setting. Work values are grouped into intrinsic and extrinsic. Intrinsic are born from within the employee, and these are e.g. personal growth, autonomy, interest, and creativity. The extrinsic work values

are expectations of work, e.g. status, pay and security. (ibid: 43-44.) It could be summarized that work values connect personal and organizational values, and to be able to do this, the values need to be lived-by, i.e. the connection must be made visible and empowering.

2.1.4 Values and Organizational Culture

Values are the basis of organizational culture. Some say that a fruitful culture is the main factor for organization's success. Values at best support corporate strategy. An organization with solid and credible values acquires desired personnel, valuable partners and long life cycle. Recognizing values at the time of disruption and in connection of acquisitions is extremely current in order for organizations to live up to the next level. (Novetos, 2016.)

Organizational culture could be said to cultivate organizational values to which the organization mission and strategy should be aligned with. A Slovenian academician Lešnik (in Gorenak and Košir, 2012: 564) says that organizations have the biggest chance for success when organizational goals are aligned with organizational values and those are aligned with personal values of people who are this same organization. If personnel's perceptions on organizational values match those of the organization's or its mission, there are beneficial factors on operability and business targets. It could therefore be concluded that personal values, or what is important to each and every one personally at workplace, have some influence in modifying organizational values.

Organizational values that bring cohesiveness and efficiency into organizations are crucial components of a strong culture (Thonbury, 2003: 69). A culture is something that is comprised of throughout all levels from assumptions and beliefs to actualisation and behaviour, it is not easy to change, but demands careful consideration and time within all levels. Therefore, all cultures should be built on what already exists in the organization. (Schein, 2009.) In the same sense, values can be modified, may even be changed, but should be aligned with the present culture. It could therefore be concluded that only such corporate or organizational values that are implemented and made visible e.g. in behaviour, i.e. that they are lived-by, are meaningful in creating a (strong) culture based on values.
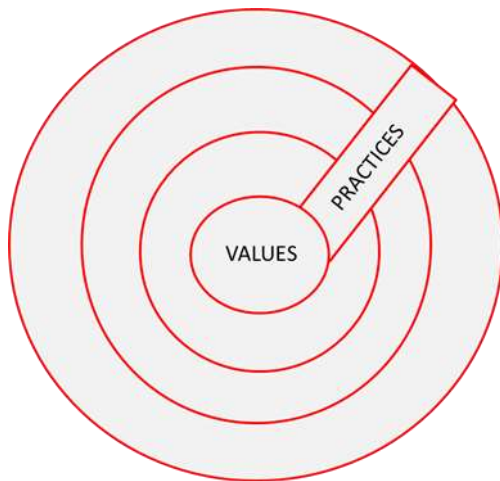
Figure 3: The cultural "onion". (Modified from Hofstede et al., 2010: 8)

2.1.5   Values and Employee Behaviour

Based on the study of Harvard Business School professor Teresa Amabile and psychologist Steven Kramer, the employees' engagement needs the same development as our personal desires do. The salary does not motivate as much as is often mistakenly thought so, but it is the basis for physiological survival. The more an organization wishes to motivate its employees the more it should concentrate on the higher ends of the pyramid, personal accomplishment. (Shah, 2015.)
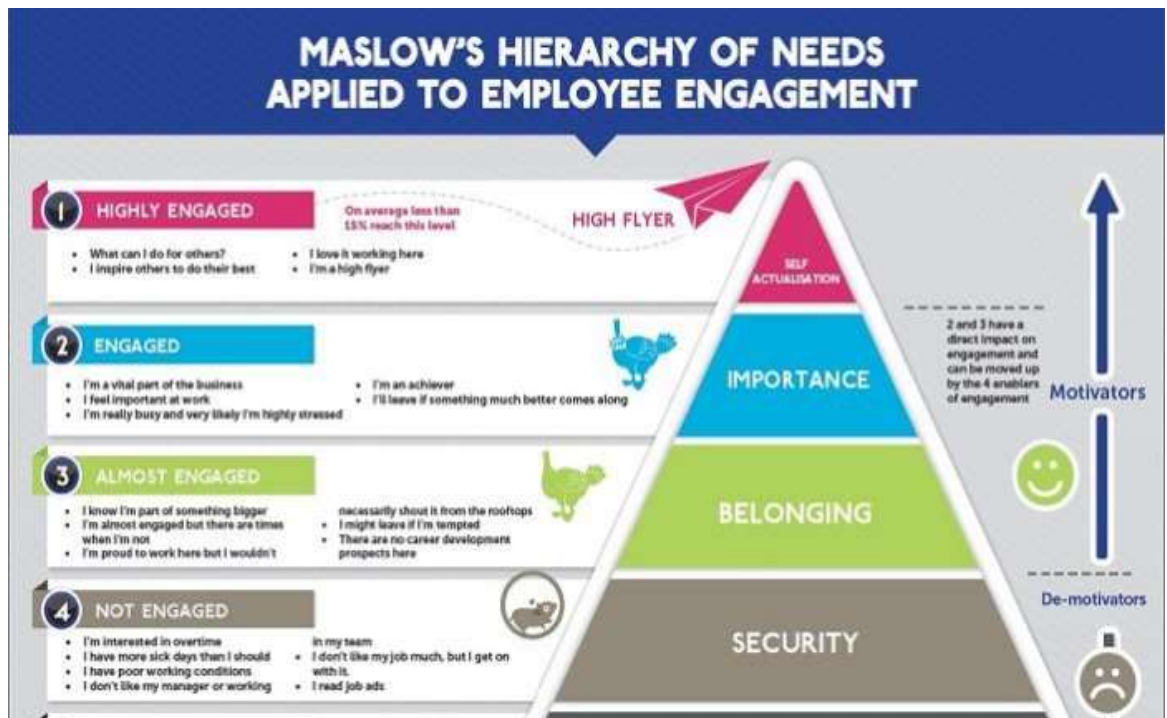
Figure 4: Maslow's hierarchy of needs applied to employee engagement (Shah 2015)

"A belief system provides direction and meaning to employees by conveying values and a sense of purpose. Values can be considered beliefs, perceptions or ideals with desirable end-states that influence employee attitudes and behaviours. - - The amount of impact values has on employee's behavior, institutionalized by beliefs systems, can be estimated by looking at: recruiting, socialization and the studied phenomenon of values. - - Values are intended to guide employee's everyday decisions. - - In order to influence affective commitment, employees must first be aware of these." (Huhta and Landström 2016, 1-2.)

The values must be defined in such a way that they have an impact on the way how people perform their tasks. The values have little input, if they are not communicated well. (Gorenak and Košir 2012, 564.) In practice, the example of management and especially the CEO is extremely important (Kelly et al, 2005, 2 & 9). "Affective commitment is an employee's emotional bond with the organization and is highly desirable as it holds many benefits such as increased job performance" (Huhta and Landström, 2016: i.)

2.1.6   Strategy, Mission, and Vision

Although the function and role of values within organizations tend to be universal, they are unique in content depending on the company strategy, vision, and culture. Outcome is always dependent on the industry, company, culture, strategy, and people. (Schein, 2009.)

Strategic planning often starts with defining organization's core values and by defining mission and vision. Mission is what the organization does; vision defines what the organization aspires to be; and core values support, shape, reflect, and guide our behaviour. Mission and vision statements tend to be goal-oriented, but value statement rather describes the organization's status quo, the essence. (OnStrategy, 2017.)

Each organization has its own set of values. According to Novetos (2016), the task of values is to take care of organizational success, in order to have future business. Organizational values are shared and become strategic, when people believe in them and hold them true based on which, they act and behave on towards the desired mission and

vision. Without values, a shared set of guiding principles, goals (i.e. mission and vision) become hard to act upon. There may be a finish line and a purpose, but no directions how to get there (strategy) or no principles how to behave/ act in order to reach it (values). (OnStrategy, 2017.)

2.2   Previous Research on Organizational Values

A valid question to start with, is why any organization should pay attention to organizational values in the first place. The previous studies have proved that appropriately formulated, executed, and managed values have positive impacts to employee engagement and experience, commitment and employee stability, stronger congruence between personal and organizational values, financial profitability, employer branding, and eventually on customer experience to name the most mentioned ones. (E.g. Seevers, 2000; Edvardsson et al., 2006; Boxx et al., 1991.)

It is difficult to find articles or researches that would put down organizational values. Google searching "why organizational values are useless" still brings results of the contrary, the importance of the values. However, based on author's experience in daily life of many organizations, even the management does not remember the values.   A trainer and author Paul Smith describes why: "- - values are only words on a piece of paper until they're tested" (Smith 2016). Many other articles (e.g. Gorenak and Košir 2012; Vogds, 2001; Finegan, 2000) for and against constantly remind that organizational values matter *only,* if they are linked to daily life, they can be embraced and acknowledged by the employees, and guide upon a difficult situation, the last one mentioned also in RemedyCenter (CEO, Jan 12, 2017).

The applicability and presence of organizational values is studied quite widely, i.e. such studies to see how well the people are aware of the values (e.g. Seevers, 2000; Tolvila, 2013; Sivula, 2014) or, on evaluation of values' effect on e.g. employee engagement (e.g. Miller, 2014), business profitability (e.g. Lauby, 2012) or, on organizational behaviour (e.g. Hoffman and Woehr, 2005). Comparisons between person-organization fit (e.g. Ünal and Turgut, 2015) and congruence of values to enhance commitment (e.g. Boxx et al., 1991) are quite common. These give an interesting overview on the role and objectives of organizational values as well as insights to various methods to capture and develop organizational values.

Some studies have been conducted in order to find the linkage between growth of revenues and organizational values. However, no straightforward linkage was found, because, after all, there has not been enough of studying "return of values" (ROV). Generally, companies are not measuring their "ROV". Instead, most companies believe values influence two important strategic areas—relationships and reputations. Ethical behaviour is seen as part of a company's license to operate. How values are practiced and viewed vary significantly by region. (Kelly et al. 2005: 2)

In the end but where everything should begin is to define well, what about and how values are being studied. Is the personal, work values, corporate values, person-organization fit or what exactly, when organizational values are being studied? In all previous researches this may have not been clearly defined. This thesis follows the conclusion of e.g. Finegan (2000) that what matters, is not the direct congruence between personal and organizational values but the employees' perceptions on value themes in an organization (ibid: 162).

According to management consulting and coaching organization Novetos, studying values has three steps: 1. researching background and search for important practical matters; 2. then common denominators are recognized in order to choose the values; 3. finally, these values are brought back to everyday life (Novetos 2016).

2.3   Overview on Methodology on Organizational Values

Measuring values is not easy and finding a proper measurement is not without a problem. People's actions and sayings is ambiguous, because the answers do not necessarily correlate with the reality. The answers are a mixture of "desired" and "desirable", "feared" or "fearful" with no clear distinction of one another. Thus, answers in questionnaires should not be taken literally, but instead, various mixed methodology would be suitable. (Hofstede et al., 2010: 28.) Finding the most appropriate measure for values that captures what is relevant to organization and to employees, is debatable (Finegan, 2000: 154).

Interestingly, some researches refer to "traditional value surveys" when presenting their modified methodology based on previous ones (e.g. Van Rekom et al., 2016). Yet, no

academic study defines traditional value survey as a specific kind or explains what it means. There are perhaps more common methodologies (e.g. OCP[2], Cultural Dimensions[3], OCAI[4]) to study organizational cultures than values. However, methods studying cultures and values are interlinked and overlapping in the sense that the study on organizational culture provides explanation on values, while researching organizational values gives support to culture. This thesis concentrates merely on values, but has not overlooked studies on cultures either.

There are plenty of discussions on meaning of values for an organization, but the author found no academic research on, how to create organizational values from scratch or which tool or framework to use. All studies evolve evaluating the present ones in comparison to something else, e.g. profitability or employee behaviour (e.g. Kelly et al. 2005; Miller, 2014). Therefore, the framework used in this thesis has been chosen to be the one after lengthy consideration and evaluation of several previous studies referring, but not directly applied, to the research problem.

Perhaps the most common measuring scale on values, beliefs, attitudes and alike is that of a Likert scale (e.g. ref. Valli, 2001; Bryman and Bell, 2011). It is also called Agree-disagree –scale. "The technique presents respondents with a series of attitude dimensions (a battery), for each of which they are asked whether, and how strongly, they agree or disagree, using one of a number of positions on five-point scale" (Brace, 2004: 86).

Another common measurement to study values is with the help of Rokeach's Value Survey, a list of 36 values. It is a rank-order scale asking the respondent to rank values within two separate scales: terminal and instrumental (Kerlinger, 1973: 505). The problem with Rokeach is that it tends to lack specificity applied to each organization and the results remain superficial. Van Rekom et al. goes on saying that rather than values truisms are born. (Van Rekom et al., 2006: 176-177.) Finegan (2000: 155) believes that instead of ranking values, they should be rated.

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[2] OCP stands for Organizational Culture Profile. It is an instrument that assesses person-organization fit e.g. in connection of changes in organizational cultures. (Marmemout 2007: 313.)

[3] Cultural Dimensions is presented by Geert Hofstede. Cultures are explained through their value positions. Out of these dimensions, the present culture and values are compared to the desired culture through discussion guided by the cards. (Hofstede, 2009.)

[4] OCAI (The Organizational Culture Assessment Instrument) is a quantitative approach evaluating attributes of an organization's culture. The OCAI is closely related and often used in connections of the Competing Values Framework. (Cameron and Quinn, 2011 and Vogds, 2001: 31).

It appears that how the data on values is collected, has less emphasis than how the data, i.e. the values themselves, is then used to support a strategic objective, e.g. commitment to the organization. This gives an inclination that values are there for a reason; they have a task to fulfil, instead of being merely words framed in the organization's cafeteria. Below, some most common frameworks on the "finding the tasks of values" are being discussed in order to shed light on preparing the Suggestion.

In Schwartz' values model (e.g. Malbasic et al., 2014) there is found 40-56 (depending on source) specific values that are shared in different cultures. Based on these Schwartz created a circular model of ten values (universalism, benevolence, conformity, tradition, security, power, achievement, hedonism, stimulation, self-direction) that are surrounded by four main dimensions of values: self-transcendence, conservatism, self-enhancement, and opennenss to change. The model is well accepted but found primarily applicable to general use in society rather than for organizational context. (Malbasic et al., 2014: 440 & Harjamäki, 2013: 36.)

An intriguing method is called the Echo approach. Unfortunately, not a lot of literature or studies are offered on the approach (except by the author behind it, Barton J. Cunningham). It is designed to identify values of different cultures and subcultures based on sort of content analysing the data and "echoing" it to the specific business environment of the organization at hand. (Cunningham, 2001.) The author of thesis did not find any study, where this approach would have been used in an organization except those in Cunningham's book. There were a few researches, where the echo approach was used in evaluating something abstract but not organization values (ref. Cunningham and MacGregorhe, 2006). For this reason, the author decided not to pursue this method.

One methodology, Sensemaking, (Van Rekom et al., 2016) gives allowance for situational interpretation and is therefore probably better suitable for those, who are doing the organizational value research within the company they work in unlike the case with regard to this thesis. Sensemaking "is based on the sense members of an organization make of what they do. It follows a means–end pattern, through which individual actions converge into central values". (Ibid 177.) Despite Sensemaking method is not used here, the idea of it is applicable to this study and all in all, makes sense.

Malbasic et al. (2014) evaluated three models of studying organizational values: Competing Values Framework, Schwartz' values model, and Mission-Based Taxonomy. They

measured the balance between success of Fortune 100 companies and values to see, which model would offer the most accurate balance between the two. The conclusion of the study was that none of the models ensures success as it is, but an integrative model was proposed, although Mission-Based Taxonomy rated better than the other two. Not going to details of the research, based on the discussion the author here opted for using Competing Values Framework, because it provides a somewhat measurable framework unlike the Mission-Based Taxonomy. The Competing Values Framework is introduced in the next chapter.

3 Competing Values Framework

Competing Values Framework (CVF) was developed to identify approaches to successful leadership, organizational design and effectiveness, and to promote value creation in a form of a model (Cameron & Quinn, 2011: 35 & Cameron et al., 2014: 8). "CVF serves as a map, an organizing mechanism, a sense-making device, a source of new ideas, and a learning system" (Cameron et al., 2014: 8). The framework can be used in connection of many organizational needs, especially in improving performance and value creation (ibid). CVF "organize(s) the way people think, their values and assumptions" (Cameron & Quinn, 2011: 37). For this reason, the framework's applicability to bring together performance and values, the author opted for this framework. In addition, CVF does not have to be particular about how the empirical data is gathered before applying it to the framework, although OCAI system of measuring cultures is most often associated with CVF (Cameron & Quinn, 2011; Cameron et al., 2014).

There are four so called core value dimensions or quadrants in CVF: collaborate, create, control, and compete. All these are needed in order to pursue a balanced organization, but organizations stress the dimensions differently. The value that CVF gives is that it tells the present and desired situation, which gives meaningful information for companies to understand from where to move where. These core values compose four quadrants, which are presented in Figure 5. (Cameron et al., 2014: 7-32.)
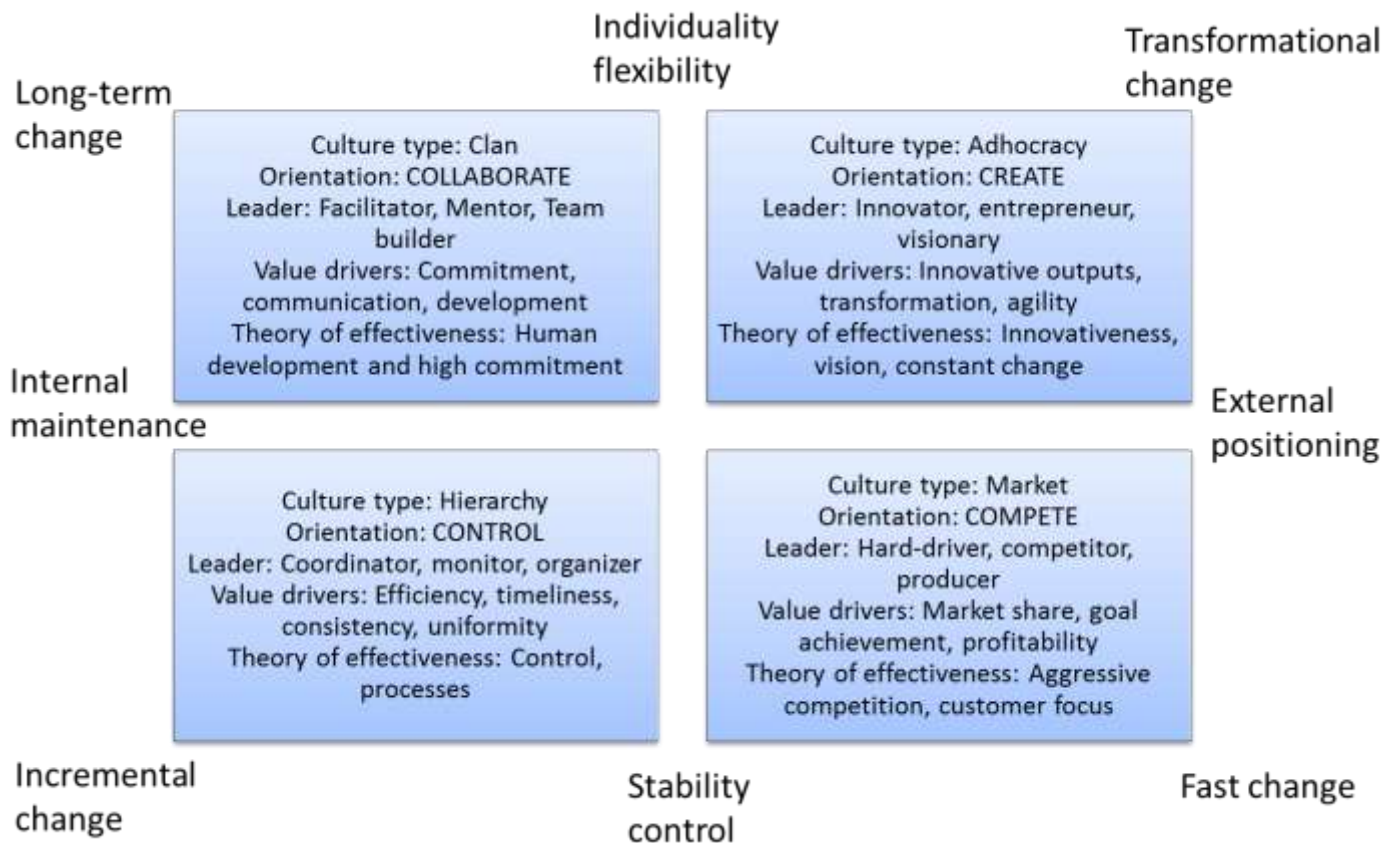
Figure 5: Competing Values Framework (Cameron et al., 2014: 32)

The activities in Control quadrant are implemented through efficient processes. The activities tend to rely on predictability, measurement, and e.g. quality control. Disciplined strategies, well processed routines, and obeying rules are appreciated. Failure is not an option. Solving problems consists of careful and detailed attention to expertise and professionalism. The industries, which emphasize Control, tend to be regulated and/or stable environments (e.g. medicine, nuclear power, transportation). Sometimes Control industries are called bureaucratic. (Cameron et al., 2014: 33-34.)

Those in Compete quadrant enhance at best (or worst) aggressive competitiveness. They tend to be sensitive to market changes and react to shareholder value. Speed is considered an advantage in achieving desired outcomes. Financial performance is collected from customer focus (as customers define the objectivity of existence) and fierce attack towards competitors. Leaders enjoy challenges and drive assertive behavior; results matter, not the level of effort or method used. When intense level of pressure to deliver results exists, Compete quadrant tends to be the proper quadrant for an organization to be. (Cameron et al., 2014: 34-36.)

Organizations that are found in Create quadrant, are described to be innovative and having emphasis on future. These organizations are prepared for constant changes. Entrepreurial and visionary mind drive actions and effectiveness. Organizations in Create quadrant leapfrog with breakthroughs; they tend to be pioneers and constantly reformulating businesses by emerging to new areas, products, and companies. These companies are ready to take risk and endure even turbulent situations. (Cameron et al., 2014: 36-38.)

Collaborate quadrant is all about people and their co-operation, competencies, and development. Words that describe this quadrant are: cohesion, consensus, involvement, and employee engagement and empowerment. The success is based and built on those, who work in and for the organization. Business and company equals to its human capacity. Cross-functional groups are often created and, employee experience and reinforcing organizational values are appreciated in this quadrant. The leaders are team builders, mentors and facilitators of the collective. Collaborate type of quadrant is typically needed upon uncertain times and when long-lasting relationships need to be built or maintained. (Cameron et al., 2014: 38-40.)

CVF is composed of fundamental value theme and usually two secondary themes (Cameron et al., 2014: 180) that fall on different quadrants. However, it is important to have something of each quadrant in order to have a balanced organization (Cameron and Quinn, 2011). The power of CVF is that first the contemporary situation (here: the empirical data/ survey results) are scaled to the framework after which the predicted or desired situation (here: mission and conversation with the RemedyCenter management) is evaluated to the framework. This then reveals from where to where the organization should move, and perhaps even in which "quadrants" there is more work needed to be done. (Ref. Cameron et al., 2014: 96-99.)

4   Conducting the Research

This methodological approach can be copied, even if the results and outcome are specific to RemedyCenter. The framework and methodology is general despite the content being case specific.

A web survey was conducted wherein the results, i.e. value themes born from the survey, were analyzed using frequency and content analysis. These clusters of value themes were then set against Competing Values Framework in order to prepare a suggestion, wherein the themes appear more practical and executable for RemedyCenter to develop its organizational values.

The current situation was studied by conducting a survey on "meaningful issues"[5] to personnel the findings of which were analyzed using mixed methodology to come up with themes of values. These results, value themes, were then viewed and discussed in light of Competing Values Framework in order to create such suggestion, wherein it is convenient for RemedyCenter to modify such organizational values that are coherent to employees' perceptions and to company mission and strategy. The author viewed that presenting the findings with the help Competing Values Framework would give a better tool to frame the desired values. The suggestion in such form will then enable RemedyCenter to create and implement its final organizational values. The suggestion is discussed in the next chapter.

During the whole time of discussion, research, analysis, and thesis writing the author has been kept detached from RemedyCenter according to the wish and requirement of the organization itself (ref. see Limitations in Discussion).

4.1 Data Collection and Process

Studying values is complex (see Chapter 2). In order to achieve results in adequate depth and comprehensiveness, qualitative and quantitative methods would be preferred especially when dealing with qualitative data (ref. Bryman and Bell, 2011: 637-651; Stablein, 2006; Schensul et al., 1999: 4). However, one challenge was that there were 3600 employees in RemedyCenter at the time of the survey. Given the large respondent group among other guidelines provided by RemedyCenter, a quantitative survey was used with

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[5] To find out characteristics of values is to inquire, what people perceive as important (van Rekom et al., 2006: 187).

only two open questions, others being closed[6]. The organization's wish was not to conduct too comprehensive a survey, which ruled out e.g. Likert scale, because the author felt it wouldn't have measured the values as in "living-the-values", i.e. values connected to work, adequately enough and the survey would have been quite much longer. For this reason, a short web survey used. It was agreed, however, that in case there will be some contradictory or other ambiguous data, a few interviews would be conducted (HRd email, Sept 28, 2016). This didn't come necessary.

In this thesis, the survey was done mainly quantitatively using a web survey tool. Building a web survey with only a few questions demands utmost consideration and planning. The questions are opened up in the coming subchapter. The specific goal of this methodology was to attain adequate – given the limitations and understood as such - comprehension on the prominent perceptions of organizational, and work values thereof, of the personnel in RemedyCenter. The narrow scope of the chosen method is naturally taken into consideration upon validity and reliability of the results. This is also understood by RemedyCenter itself.

The importance of modifying the questions demand thorough planning, because in a quantitative survey they cannot be changed once the survey is ongoing (Brace, 2004). The questions have everything to do up till the final analysis and conclusions (Vehkalahti, 2008: 17). When studying abstract issues such as values, the questions must be made concrete and measurable as well as make sure that they provide information that answers to the research at hand (ibid: 18). It is advisable to break the question to several smaller ones targeting the same abstract issue (ibid: 19). Herein the inclusion of living-the-values was considered as well.

The survey was conducted with online questionnaire system Surveymonkey, and only the author had access to the results to ensure anonymity. The survey was done separately to each business unit: corporate unit, CU and SC, because it was seen valuable to find out differences between units. Furthermore, there was a division to doctors, health

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[6] "With an open question, respondents are asked a question and can reply however they wish. With a closed question, they are presented with a set of fixed alternatives from which they have to choose an appropriate answer" (Bryman and Bell, 2011: 257). The advantage of open question is to get descriptive data, often accurate from the point of view of the respondent. The disadvantage is, how to deal with a lot of open data, which on the contrary is the advantage of closed questions. (Ibid.)

care staff, other supportive staff, and to general administrative staff in CU and SC segments. (Ref. HRd email, Oct 15,2016.) These divisions serve more for the interest of RemedyCenter and with regard to implementation than for the purpose of this particular thesis in building a Suggestion on one set of value themes. Different business units and subgroups were taken into account merely on considering the size (i.e. emphasis) of the unit and subgroup compared to one another, e.g. the results of health care personnel in SC counting about half of the total staff in RemedyCenter received higher emphasis than e.g. doctors in CU segment (see Table 1).

The link to the survey was placed on Intranet and an email about it was sent to all the staff working in RemedyCenter. Questions were made easy and fast to answer. The digital links were open from November 9 till December 15, 2016 and it was operated by the Communications department of RemedyCenter. One reminder was sent during the period the survey was open.

4.2   Content of the Survey

Modifying the survey questions took some careful consideration and time as the idea was to gain as much information as possible with as few questions as possible without giving any inclinations or guidance to respondents that the survey actually studied organizational values. Questions asked in the survey are listed in its original language Finnish in the Appendix 2.

The author conducted a search on questions used in organizational culture and value studies (ref. e.g. van Rekom et al., 2006; O'Reilly et al., 1999; Hoffman and Woehr, 2005; Barrett Values Centre, 2014; Cameron and Quinn, 2011). In addition, she wished also to test questions on their fit to academia on organizational culture mappings she had previously used in connection of her work. This background search served as the basis for the survey questions, and meant combining several questions into one. Ready-made questionnaire was not used, because they involve many questions (referring to e.g. Likert scale described in chapter 2.3) while here it was wished that the number of questions were kept as minimal as possible.

Two of the questions were open and the other two were closed. There were also two closed control questions and one demographic question for SC (Social Unit) and CU

(Clinical Unit) segments. The questions were reviewed by HR and Communications Directors in order to ensure that they were formulated to match RemedyCenter's wordings. The final formulation of questions was done in unison between RemedyCenter and the author. The author had the final responsibility on the formulation, content, and conduction of the survey.

It was agreed that the personnel were not asked about values but of things that are important to them in work community. The content of Invitation to participate placed in RemedyCenter's Intranet is translated from original Finnish to English in Appendix 1.

The survey was conducted in the respondent groups described in Table 1 below:

Table 1: Number of personnel in each segment

RESPONDENT GROUPS	SC segment	CU segment	Corporate administration
all = 3600	2431	1079	90
doctors	171	325	
health care staff	2162	605	
supportive staff & general administration	98	149	

Following the groups, the results can be reviewed in 16 different subgroups: a) covering all respondents in RemedyCenter, b) per segment (3 categories), c) per profession in SC and CU combined together (4 categories), d) per profession in SC (4 categories), and e) per profession in CU (4 categories). In practice, however, there was no need to distinguish 16 different sets of organizational values. On the contrary, the task is to extract only one set of values from the results of subgroups and business segments combined. In other words, data was retrieved and analysed from all segments and subgroups in order to suggest only one set of organizational value themes.

Regarding the surveys for CU and SC –segments, there was a demographic question on profession asking the respondent to tick to which one of the four professional groups s/he belonged to after which all the questions were the same for all respondents in all segments.

The answer to the first question defines the most valuable feeling or thing at work place. *"What feeling or thing is so important to you that you are not ready to compromise it*

(answer with 1-2 words)?" If one's most precious values contradict with those that are found in the workplace, it is difficult to adjust and find commitment to work (e.g. Finegan, 2000; Hoffman and Woehr, 2005; Ünal and Turgut, 2015). For that reason, this was chosen as the first question and formulated as an open one, yet restricted by amount of words.

The second question was a pre-coded one (ref. Brace 2004, 56) with a list of adjectives from which to choose three that describes the work society the best. The adjectives were presented in random order by the survey tool to each respondent. The list was this (in English): *flexible, demanding, creative, human, fast, brave, honest, attentive, developing, trustworthy, labeling, equal, humoristic, individual, systematic, supportive, active, joyful, oppressive, informal, hierarchical, cautious, productive, pleasant, commanding, communicative, hasty, bureaucratic, stressful, impugning, interactive, team spirited, inculpatory, helpful, open, charismatic, relaxed, rewarding, communitive, independent, with good quality, versatile, foul, logical.*

Third question followed the logic of the second question inquiring one's two to three most important objectives of one's work. The tasks were chosen in the sense that none of them answers exactly to the description of one's work, e.g. there is no option such as "take care". The options were following: *satisfy, manage things, lead people, contact, plan future, help colleagues, ensure, coordinate, document, solve problems, innovate, be precise, make profit, represent, observe, run routines, develop, serve, follow orders, make decisions, support others, produce quality, run things, motivate.*

These types of a questions (questions 2 & 3) are typical in organizational value researches in the sense that they inquire attitudes and assumptions on values at workplace (ref. Hoffman and Woehr, 2006: 391; Boxx et al., 1991:199; O'Reilly et al., 1999). The difference, however, is that generally the questions are formulated to ask precisely about values (e.g. Vogds, 2001: 90), unlike here the word "value" was avoided. Finegan (2000: 167) writes that perception of one's work environment and what one feels (s)he does for work is the best predictor of commitment. Subjective attitudes relate to behavioral outcomes (Hoffman and Woehr, 2006: 394).

The fourth question was suggested by RemedyCenter. In the email from HRd on Sept 9, 2016, she wrote that the CEO of RemedyCenter believes that values are depicted the strongest in action that we (or a person) does not accept. Due to the negative rephrasing,

the author accepted the question as one of the last questions in the survey. The respondent may set his/her mind to an unnecessarily negative mode due to negative rephrasing (ref. Bryman and Bell, 2011: 268), after which sort of everything is viewed through pessimistic eye glasses. This question answers to the same question as the first question, but approaches it from a different angle. The question goes like this (in English): "*What kind of behaviour or action you do not accept in work at RemedyCenter (answer with one to three words)?*"

The last two questions measured mostly the commitment and relativeness of the previous questions. The fifth question inquired whether the respondent felt that the work society valued same things as important and non-important. This question measured the feel of common spirit or belief thereof, whether (s)he believed the statement to be true or false. (Ref. Bryman and Bell, 2011: 263; Boxx and Odom, 1991.) The answer options were: *agree* (the feeling is mutual), *somewhat agree, somewhat disagree, disagree* (we do not share same issues as important/ non-important), which followed the Likert-scale/ agree-disagree measurement (ref. Bryman and Bell, 2011: 263).

The last question controlled the general feeling, therefore also personal validity, when answering the survey *("How did you feel answering this survey?")*. Yet, the answer can be affected by general issues that the author is unaware of, like the very present situation when answering the survey, the personal situation but that affects work, the attitude towards the survey itself, or RemedyCenter, or e.g. towards one's superior (ref. Bryman and Bell, 2011: 168-171). Thus, the emphasis of this question is considered with minimum weight, unless there is a particular reason to act contrary (ref. ibid: 644-645). The options to answer were: *very good, quite good, quite bad, really bad*.

Last note on the questions is that the middle/ neutral answer was left out, which forces the respondent to choose a stronger opinion rather than simply a neutral one. Some believe that a neutral option should always be a possibility; others feel that it is too easy an answer to give (Brace, 2004: 84). The author here for no other reason than likability of getting clearer opinions and answers opted for dropping out the neutral answer.

4.3 Data Analysis

The research or survey answers, i.e. perceptions of organizational values, were then analysed using mixed methodology, which is defended, because a) the number of questions was limited, b) quantitative data is more convenient in connection of large sample groups and keeps the scope of data in proportion and respondents on the subject, c) qualitative data gives depth to answers (ref. Bryman and Bell, 2011: 649-651). Bryman and Bell introduce as an example a study on organizational cultures, wherein mixed methodology was used (ibid: 712). Although the analysis methods differ, it is important to deal with them simultaneously, i.e. bring the findings together (ibid: 711).

The closed questions (quantitative data) were frequency analysed by the web tool itself. A frequency table provides the number of answers belonging to each of the categories for the variable in question (Bryman and Bell, 2011: 347). Counting the frequency of each recognized value or variable is common in organizational value studies (Malbasic, 2014: 442).

In case of open questions (qualitative data), content analysis was used. The answers of two open questions (Q1. what is important to you & Q4. what is it you disapprove) were transferred from the web tool to excel, where one answer occupied one line. Each line/ answer was clustered based on the frequency of similar answers, e.g. "courtesy" and "good behaviour" were grouped as one, while "nice colleagues" and "work community" as another. The variables (answers) were content analysed into clusters of themes, which needed to be named. (Ref. Bryman and Bell, 2011: 180.) For the author naming the clusters using ethnographic content analysis[7] came natural due to previous education on the subject. Based on the study of Finegan (2000: 162), looking for value clusters is highly important instead of pointing out single values. See partial screen shot of content analysis clustering in Figure 6.

In the end, the main results of both quantitative and qualitative data were bundled to clusters and were combined to receive respective percentage on frequencies. This helped to process more appropriately the themes within Competing Values Framework. Discussion on clusters against CVF is presented in the next chapter.

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[7] Emphases are on the role of the researcher and that clusters (categories, names) can emerge out of data (Bryman and Bell, 2011: 300).
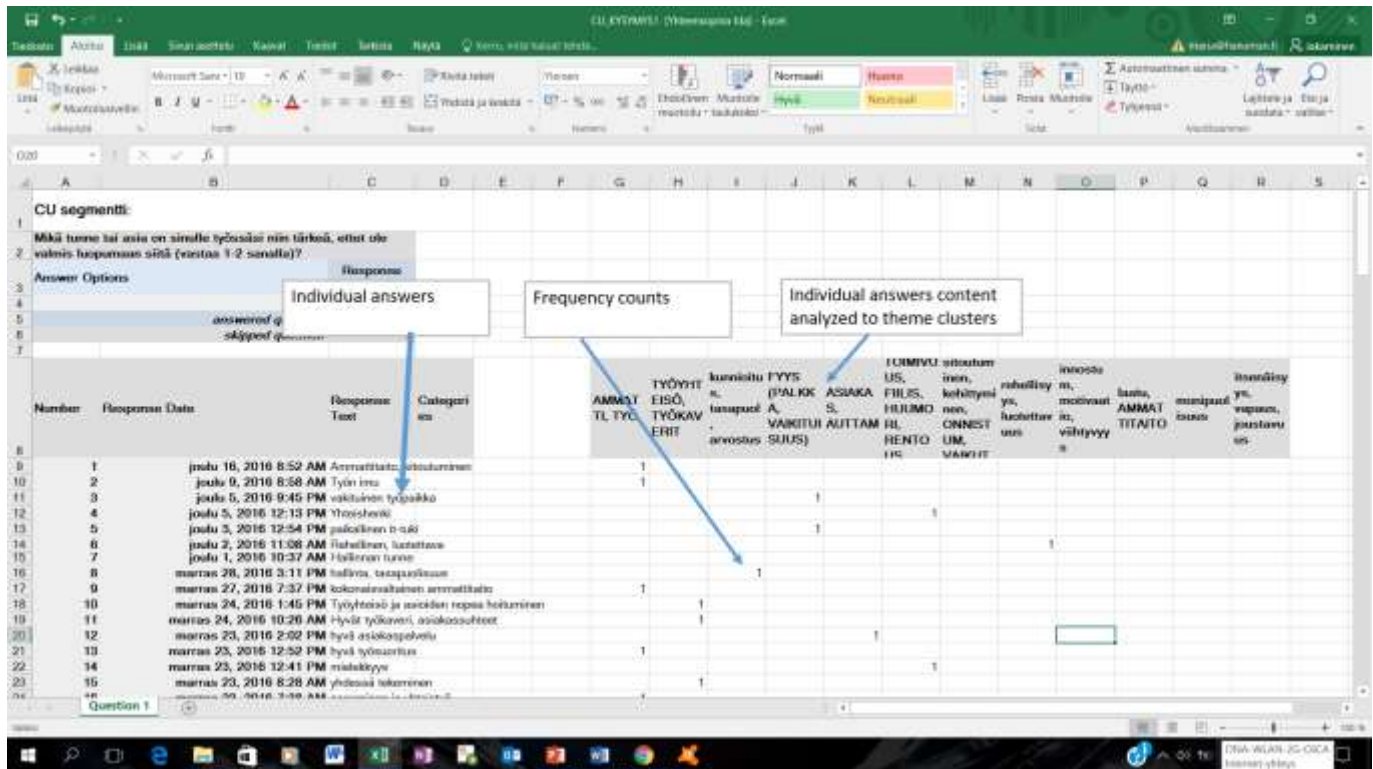
Figure 6: Partial screen shot on content analysis of open questions.

5   Results of Survey and Presentation on Competing Values Framework

5.1   Results of Empirical Data (Survey)

5.1.1   Respondents and Respondent Rate

The results were clustered according to respondent groups described in Table 1 and analysed within ten different groups (see Table 2 below). The breakdown to groups was done to be able to evaluate and compare business segments and demographic groups to one another in order to ensure proper emphasis on the results.

Table 2: Segmentation of respondent groups

EVERYBODY
SC SEGMENT
SC DOCTORS
SC HEALTH CARE STAFF
SC SUPPORT AND ADMINISTRATION STAFF
CU SEGMENT
CU DOCTORS
CU HEALTH CARE STAFF
CU SUPPORT AND ADMINISTRATION STAFF
CORPORATE ADMINISTRATION

The respondent rate remained very low: all in all, only 12.5% of the personnel answered the survey, which meant 450 employees out of a total of 3600 (see Table 3). Naturally, the low respondent rate affects highly the validity of the whole research as will be discussed in Chapter 6.2.

Table 3: Respondent rates. Number of respondents/ number of employees = respondent rate %

RESPONDENT GROUPS	SC segment	CU segment	Corporate administration
all	168/ 2431 = 6,9%	210 / 1079 =19,5%	72/ 90 = **80%**
doctors	18 / 171 = 10,5%	24 / 325 = 7,4%	
health care staff	108/ 2162 = 5%	135/ 605 = 22,3%	
supportive staff & general administration	60/ 98 = **61,2%**	51/ 149 = 34,2%	

From the Table above one can read first the number of respondents divided by the total number of employees in the same segment in order to have the respondent percentage. There is a big variance in response rates between demographic groups corporate and office personnel being most active answerers, while especially health care staff in SC segment has answered the least. In general, SC segment has the smallest response rate.

5.1.2   Results per Segments

The SC segment is the largest in RemedyCenter, wherein merely the nursing personnel counts for slightly more than half of the total personnel in RemedyCenter. However, only 5% of those working in segment SC answered the survey. The response rate of the administration staff was 61.2% compared to that of nursing personnel's 5%. Furthermore, there were only a few doctors answering upon which it was impossible to draw a recapitulation.

The customer point of view in this segment was evident: helping customers and patient wellbeing were often mentioned followed by work community. The work itself is considered humane and busy, and SC employees feel they produce quality and serve. Interestingly, customer centricity was seen as disapproval of acting non-empathetic towards customers and patients.

CU's overall respondent rate was only 19.5%. Doctors valued work itself (professionalism, quality and independence), while the nursing and administrative staff appreciated the work community, togetherness, and serving the customers. Then again what is disapproved were disdain, dishonesty and overall bad behaviour. Employees feel they serve, produce quality and solve problems with doctors the emphasis being in solving problems, while nursing personnel feel they serve. The workplace is considered busy, flexible and giving a feeling of independence.

Respect, equality and development are held important in corporate administration, while disdain, subordination and inequality are unaccepted behaviour. Half of those, who answered in corporate administration, describe the work place as busy. Other adjectives to describe were stressful and humoristic the last mentioned getting threshold only within corporate administration, not in other segments. The people develop, solve problems and support others.

5.1.3 Results of All Segments

The empirical data/ survey results are gathered in Table 4 below.

Table 4: Results of survey

	Q1 WHAT IS IMPORTANT	Q2 DESCRIPTION OF WORK PLACE	Q3 DESCRITION OF WORK	Q4 WHAT YOU DISAPPROVE
SC	helping, customer, work community	humane, deve-oping, busy	produce quality, serve	disdain, bullying, injustice
SC DOCS	n/a	n/a	produce quality	injustice,dishon-esty
SC HC STAFF	helping, customer, patient wellbeing	humane, busy, team spirited	produce quality, serve	disdain, bullying
SC SUPPORT&AD-MIN	work community, trust, re-spect	developing, hu-mane, communal	develop, motivate, serve	bad behaviour, non-empathy
CU	work community, doing to-gether, professionalism	busy, independ-ent, flexible	serve, produce quality, solve problems	disdain, bad be-haviour, inequality
CU DOCS	professionalism, independ-ence, quality	flexible, jammed	solve problems, produce quality	dishonesty
CU HC STAFF	community, work, service	hasty, flexible	serve, produce quality	dishonesty, talk behind back
CU SUPPORT&AD-MIN	work community, clear roles, equality	busy, develop-ing, independent	solve problems, develop	disdain, blaming
CORP ADMIN	respect, equality, develop-ment	busy, humoristic, stressful	develop, solve problems, support others	disdain, subordi-nation, inequality
ALL (SC, CU, AD-MIN)	work community, peers, professionalism, equality, respect, customers, helping	busy, develop-ing, humane	produce quality, serve, develop, solve problems	disdain, inequal-ity, bad behav-iour, bullying, accusations

n/a = too few results to draw a conclusion

As a conclusion looking at all the answers together there are four themes that stand out. These are work community and peers, professionalism, equality and respect, customers and helping or producing quality. Other factors that describe RemedyCenter are its busy, fast moving and developing nature. A notable factor is that about half (49%) of those, who described their work as busy, also described it stressful.

There were two control questions in the survey: one asking about if the respondent felt the work community was unanimous about what was considered important and what not.

Last question inquired how the person felt at the moment of responding. It was impossible to detect the reason behind for the feel: it could be constant, occasional, referring to survey itself or general situation at work or even at home.

However, there was clear correlation that if the person had a bad feeling answering to the survey, (s)he also felt that there was animosity considering the important issues and direction thereof. These persons also tended to describe RemedyCenter negatively, e.g. as authoritative, hierarchical, oppressive and foul.

90% of doctors had a positive outlook on both questions except that 33% of SC doctors didn't feel good at the moment of answering. This is reflected adversely with the nursing personnel of SC: 93% were happy at the time of answering but 23% felt they disagreed on values. The corporate administration scored 28% in feeling negative at the time of responding.

5.1.4   Summary of Results of Empirical Data (Survey)

Based on the analysis some themes received more mentions than others. These clusters of themes were work community and peers; professionalism; equality and respect; customers and helping; producing quality; and, fast moving and developing nature. Each theme received differing emphasis in different groups and segments. Health care staff, especially doctors, emphasized professionalism and skills, while corporate management emphasized the busy and fast nature of the organization and demand for constant development and improvement. The far biggest group in RemedyCenter, health care staff in SC, brought up customer/patient point-of-view and the importance of providing good care and help in the form of producing quality (instead of serving). This thinking of customer centricity resonates to the wish expressed by CEO (Jan 12, 2017), but was not brought up the same in other segments or groups besides SC. However, all segments shared the importance of peers, colleagues and work community. Most mentions this received in CU.

In table 5, the results are presented in the order of mentions. The first column lists the value theme, second column in which segment it was most prominent (received most

mentions), and the last column gives the percentage[8] calculated by the overall mentions in RemedyCenter. The first six value themes describe values including a moral assumption or belief, while the last four ones describe, how the values are perceived to be lived-by.

To summarize quality and professional care done together in a sharing spirit creates respect within the organization and outside for better work in service for customers. In the next chapter, these are further discussed in connection of the Competing Values Framework.

Table 5: Summary of results

Value theme	Prominent in segment	Total % in mentions
work community	all segments	39.9
busy, fast	all segments	29
equality and respect	SC, CU	26
development	Corp admin	17.5
customers	SC (HC)	17.1
professionalism	Doctors	6.6
Produce quality	SC	41
Serve	CU (HC)	38
Develop	SC (support), Corp admin	29
Solve problems	CU, Corp admin	28

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[8] Note that the percentage does not sum up to 100, because it was possible to give more than one answer per question.

The presentation of the analysis and main findings were presented to RemedyCenter's CEO, CDI and HRd on January 12, 2017. This presentation (in Finnish) is shown in Appendix 3.

5.2 Contemporary and Predictive Results Analysed against Competing Values Framework

This chapter presents value themes to be used as a basis for RemedyCenter's organizational values, i.e. findings from the survey are here presented with the help of Competing Values Framework (CVF) in order to get a more hands-on understanding of how to create values that can be lived-by and fulfil the strategic missions of RemedyCenter.

CVF considers present (contemporary) and targeted (predictive) situation. The empirical data presents the contemporary situation, while the mission (ref. Annual Report 2015) and the management comments (ref. Jan 12, 2017) are viewed as predictive situation. The comparative discussion is necessary, because in order to fully utilize the benefits of CVF, the direction and intention of the business must be considered, too (Cameron and Quinn, 2011: 59-64). Contemporary (survey results) and predictive (mission, strategic aims) are portrayed in Figures 7, 8, and 9.

CVF is composed of fundamental and secondary value themes (Cameron et al., 2014: 180). Let us first look at the contemporary fundamental and secondary value themes based on the results of the survey. Based on the results received from the empirical data, the fundamental value theme is that of the (nice) "work community". Secondary contemporary value themes are busy and moving fast, equality and respect, development, customers, and professionalism. These are achieved and lived-by through producing quality, serving, solving problems, and developing. (See Table 5.)

The results, i.e. the value themes born from the survey were transferred to CVF. This will be seen in Figure 7 and 8, which portrays the contemporary or present situation of descriptive (terminal) value theme and behavioural lived-by (instrumental) values at the time of the survey (ref. Cameron et al., 2014: 165-167)[9]. The descriptive and behavioural values are presented separately in the Figure 7, because the author evaluated them to

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[9] See also Chapter 2.1.3 for explanation on terminal and instrumental values.

measure value themes from separate perspectives: status quo and action, while in Figure 8 they are combined into one.

The transfer was made in the following manner: the scale in CVF was formulated from 0 to 50. The percentage of the value theme received in the survey is placed to its proper quadrant (ref. Chapter 3) in CVF and in right proportion, e.g. "work community" received 39.9% mentions so it is placed in Collaborate quadrant and it measures to 39.9 on the scale; "produce quality" belongs to Control quadrant and "colleagues" to Collaborate quadrant in their respective sizes drawn from results from Table 5. The scales draw a diamond, wherein the orange diamond describes terminal value themes, and the yellow diamond that of instrumental values.
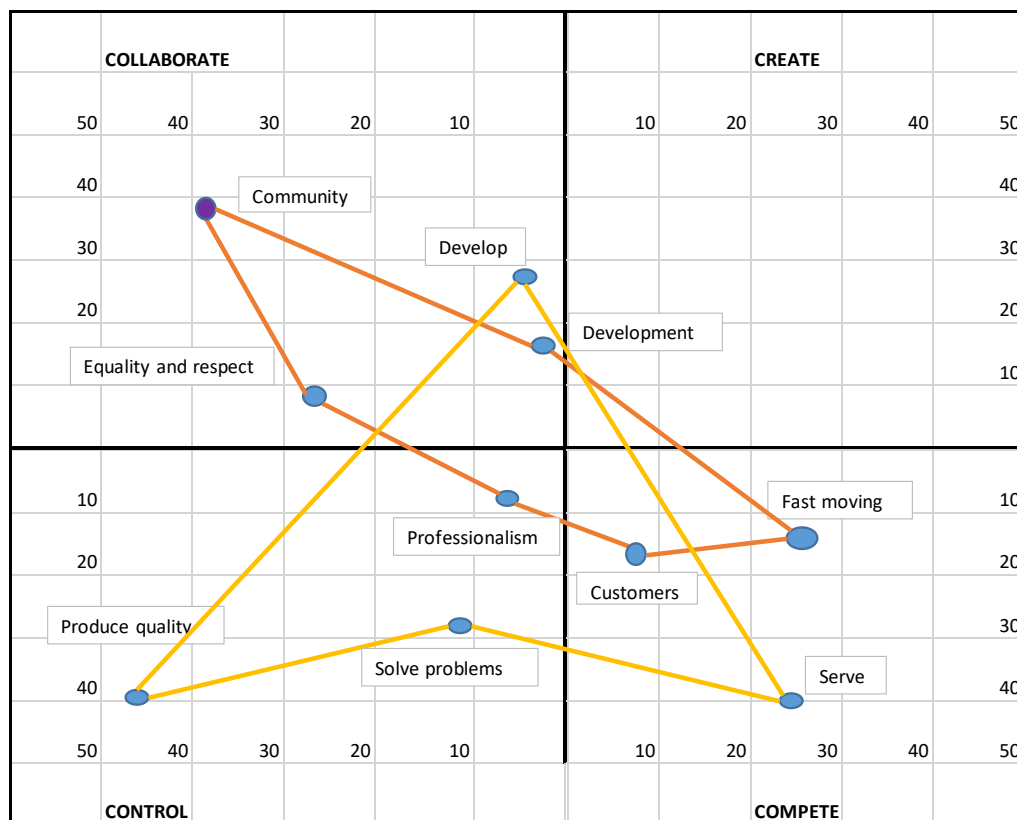

Figure 7: Contemporary CVF diamond (1). Descriptive and behavioural value themes are separated. Orange diamond presents descriptive (terminal) value themes and yellow diamond behavioural (instrumental) value themes.
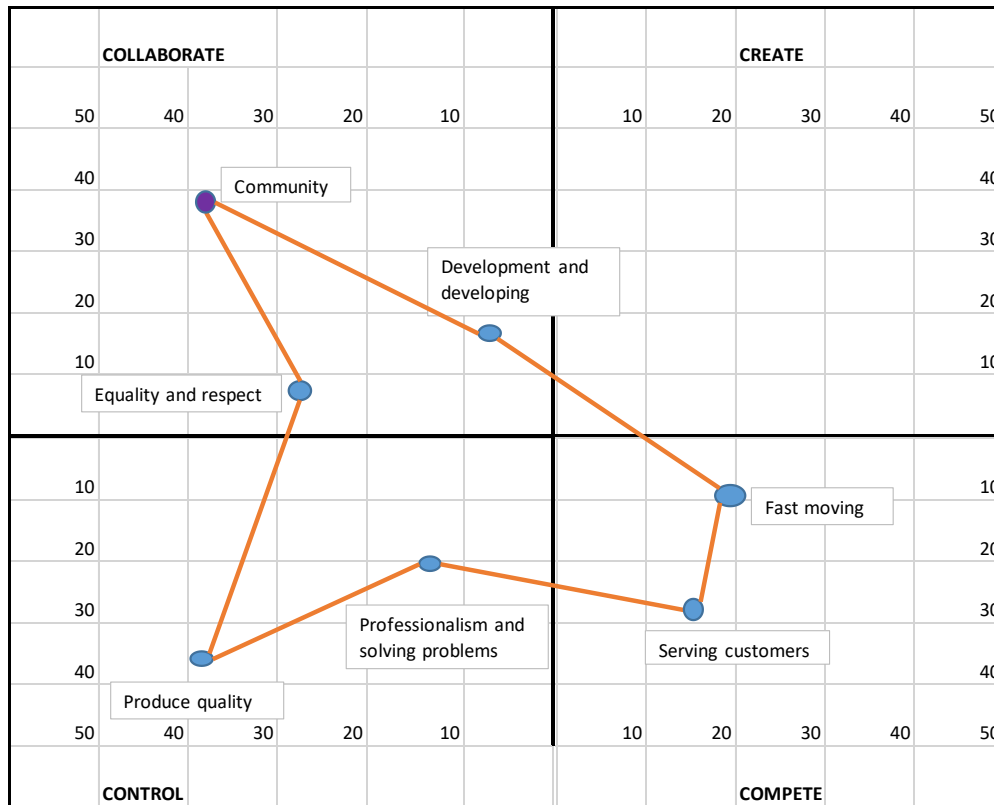
Figure 8: Contemporary CVF diamond (2). Diamond presenting both descriptive (termi-nal) and behavioural (instrumental) value themes in one.

The predictive situation is presented in Figure 9. The predictive diamond is formulated considering the mission and aspirations mentioned by the management (ref. Jan 12, 2017). According to Cameron and Quinn (2011: 59), one can draw sufficient conclusions based on strategy, mission, and vision.

The desired fundamental value according to the CEO is customer centricity (Jan 12, 2017). In the mission there are mentioned "rapid access to care for its customers" and three stakeholder groups: personnel, patients, and partners (Annual Report 2015), wherein patients and partners can be considered as customers. The predictive second-ary value themes according to mission are growth, leadership and development (ibid). These four were then chosen as predictive value themes to CVF.

The shape of scale cannot be exactly measured, because there is no quantitative data on the predictive or desired themes. Therefore, the fundamental value theme (here: cus-tomers) was given the same highest figure as the fundamental values theme (i.e. pro-duce quality) in behavioural contemporary diamond received (i.e. 41%), the secondary

themes were all given a figure of 30, which is the average from the secondary behav-ioural value themes from Table 5.
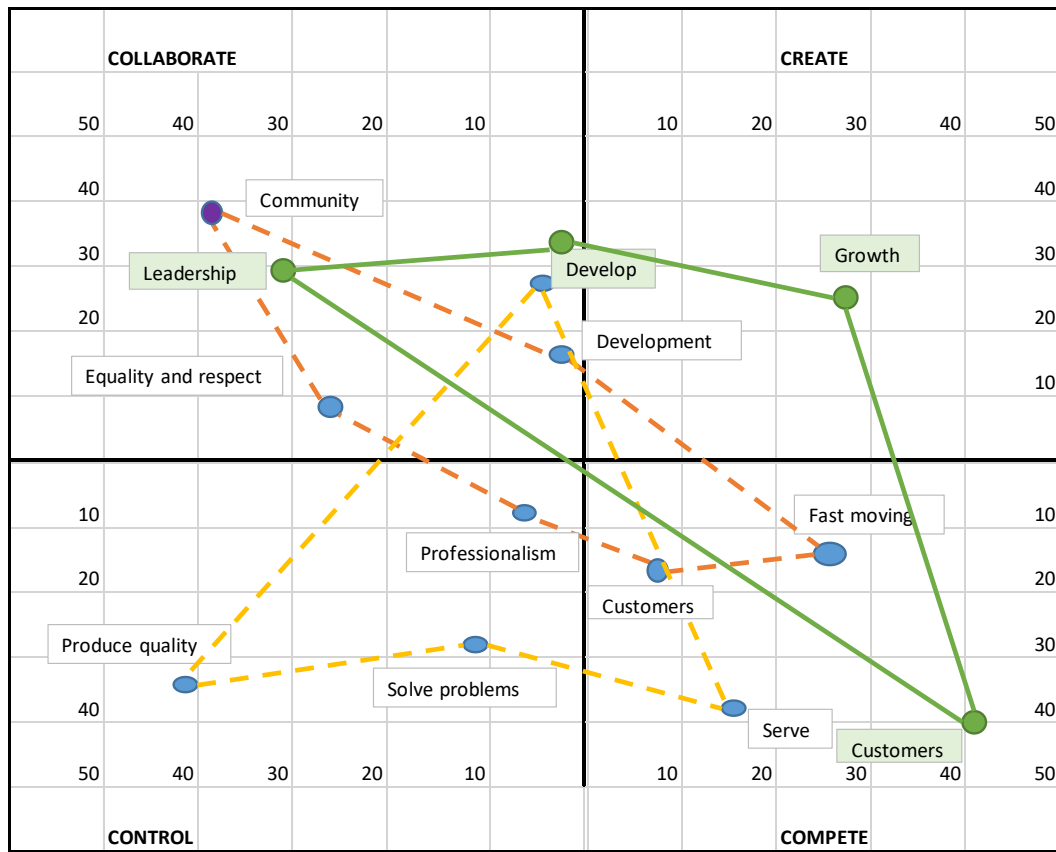

Figure 9: Contemporary and Predictive diamonds. Predictive diamond is on green. The contemporary is also presented in the figure (descriptive in orange and behavioural in yellow).

The CVF results show that the descriptive diamond has presently dominance to Collab-orate quadrant and secondary in Compete quadrant. The behavioural diamond shows contemporary dominance in Control and Compete quadrants. In other words, like Figure 8 shows, contemporary quadrants are those of Control, Community, and Compete. The predictive situation is strongest in Compete quadrant, secondary in Collaborate and Cre-ate. Thus, it is concluded that there is a need to shift from Control quadrant towards Create quadrant like the Figure 9 shows. The meaning of this is discussed in Chapter 6.3.

6   Discussion

6.1   Ethics, Validity, and Reliability

The ethical duty of the researcher is both to protect the case organization and its stake-holders, including employees, while providing public applicability on the research (UCONN, 2017; Räsänen, 2005: 98). "Research ethics involves explicit consideration of how we should relate to research participants, other researchers, institutions that support research, and research audiences, including those who read and apply our research" (Bell and Wray-Bliss, 2011: 90). Applying Bell and Wray-Bliss' (2011: 90) article, the responsibility of the researcher is not only about applying what is dictated and expected on research ethics, but what is born within the process and respecting that ethically. There has been an ongoing ethical relationship between the author, topic, data and participants wherein the author's conduct, reflection, knowledge, and ability to deal with the data and its analysis has been subject to ethical sensitivity (ibid: 89). The author ensured to act objectively: 1) she is an outsider not aware of present values or knowing the organization or its culture or people, 2) the author alienated her own values and attitudes from evaluating the data and from drawing conclusions based on hers (ref. Bernard, 1998).

The issue of ethics was taken seriously. The participants, i.e. all RemedyCenter employees and associates[10], were informed beforehand of the study through RemedyCenter's Intranet. The short invitation (see Appendix 1) included the topic (although on purpose not exact by not mentioning organizational values) and the purpose of the research (part of author's thesis for Metropolia); the data collection tool (Surveymonkey); the number of questions; anonymity, confidentiality, and voluntary nature; as well as the contact information of the author for possible inquiries. However, the retention and future use (that the data was to be deleted) were not mentioned, although it would have been appropriate. (Ref. Eettinen, 2009; Bell and Wray-Bliss, 2011: 85.)

The participation was based on the respondent's free will. No consent of anonymity was signed, but anonymity was mentioned in the invitation to the survey (ref. Bell and Wray-Bliss, 2011: 86). The acceptance to answer the survey by the respondent was expressed

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[10] Associates here refers to e.g. doctors that are not employed by RemedyCenter, although appear as such to patients and other outsiders.

by simply entering the survey through the link in the Intranet (ref. Eettinen 2009). Although the survey must have appeared confidential enough and not to cause any harm (ref. Bell and Wray-Bliss, 2011: 86), the objective ("inquiring meaningful matters in work community"), and thus the reason to answer, may have been too vague to arouse enough interest in order to increase the response rate and/ or trust towards the survey.

The web survey was carried out in a survey tool in the possession of the researcher, which ensured that only the author had access to the material and answers, which were anonymous even to her. The few interview materials were transcribed, analyzed, and organized solely by the author for the purpose of the research. All research material remains in storage in the position of the author until they will be completely deleted in the presence of RemedyCenter representatives upon their request. This ensures the confidentiality and anonymity of respondents also when considering possible future studies (ref. Eettinen, 2009).

Furthermore, a non-disclosure contract has been signed between RemedyCenter, Metropolia (supervisor), and the author. Based on the contract this thesis is being held confidential within the limits of Metropolia's guideline on publicity of theses for the next three years from the date of publishing in order to ensure that no sensitive data would become public. However, in an email (DCI, May 23, 2017) DCI wrote that this thesis can be entirely public from the date of publishing. Some further disguise was anyway carried out in order to minimize possible immediate recognition of the organization without compromising the essential content of the thesis and applicability to other organizational studies. This thesis has not received any funding (ref. Bell and Wray-Bliss, 2011: 84) except the payment for use of Surveymonkey was shouldered by RemedyCenter.

Validity studies, whether the issue at hand is actually researching what it should. Reliability tells how accurately the issue is studied. If validity goes wrong, reliability has no meaning. (Vehkalahti, 2008: 41.) This refers back to how important it is to be able to formulate the questions on an abstract issue and on how to analyse data as unerringly as possible.

Validity in this thesis is difficultly measured, if at all. It can only be validated by RemedyCenter's management, once they start formulating their final organizational values and especially when implementing them, and by the whole organization itself after some time

has elapsed. Will the suggestion give RemedyCenter enough of data and framework to formulate new organizational values?

Studying a qualitative subject, the skills of the researcher have an impact to the reliability and trustworthiness. "Reliability can be defined as the relative absence of errors of measurement in a measuring instrument" (Kerlinger, 1973: 443). This demands detailed explanation and reasoning on how the analysis has been conducted. (Räsänen, 2005: 97-98.) In case the survey would have appeared inadequate to open up results in a desired level, research validation would have been conducted through in face-to-face interviews with random few. "If quantitative survey produces questions or controversies rather than answers, we can agree on interviews" (HRd email Sept 28, 2017).

This thesis defends its reliability with careful formulation of questions backed up by thorough analysis on academic questionnaires on organizational cultures and values. The reliability is coherent, if the questions are considered adequate enough to study the intended subject. Furthermore, for discussion and applicability purposes of the subject, the results were presented using Competing Values Framework. However, the CVF is not without criticism either. It is often questioned, whether it measures organizational climate or values (Cameron et al., 2014: 165). This handicap was tackled in this thesis by separating assumptions and beliefs (terminal values) from behavior (instrumental values) and thus, presenting both. The final analysis and applicability of the thesis findings is to be done by the organization itself.

One of the biggest reasons to question the validity and reliability of the research is the low respondent rate (ref. e.g. van Rekom et al., 2006: 190[11]). None nevertheless, the validity can be considered accurate, if it can be considered that the answers of those, who did not answer the survey, do not deviate from the answers received (Valli, 2001: 32). Furthermore, asking questions about employees' abstract thinking and feelings, there is natural inaccuracy involved that the researcher has no control of (van Rekom, 2006: 189-190).

As a summary, compared to a more complete research with more adequate research methods (e.g. including interviews or theme discussions), this research cannot be 100% reliable by itself, but it should be 100% reliable or trustworthy against the objectives and

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[11] In van Rekom et al. (2006: 190), below 40% respondent rate is considered critical.

limitations set prior to the start of the research. The reliability cannot be explicit due to inquiring in four questions (+ 2-3 control or demographic questions) conceptual and abstract issues. In addition, the very low respondent rate does not support strong reliability. It is, however, likely that the rest of the personnel would have agreed to the answers of those 12.5%, who answered the survey. This should then be considered reliable enough. (Ref. Valli, 2001: 32.) The reliability was sacrificed for respondent friendliness.

6.2   Main Findings to RemedyCenter

Before presenting the findings, here are the descriptions on "value" by RemedyCenter's management:

"When dealing with such conceptual abstracts, it must first be very precisely described what is meant by "value" and it has to be understood by each and everyone the same. For me, it is a principle that survives even the darkest hell's fire." (CEO, Jan 12, 2017.)

"Is value a principle, something constant that does not give in? I would describe it as 'when there is no more reason, one turns to values.' I believe there is something unconscious about the values." (HRd, Jan 12, 2017.)

This research studied RemedyCenter's employees' perceptions on organizational value themes in their daily work in a respondent friendly and tenuous a way without compromising the utmost comprehensiveness of the issue. In addition, the results were analysed with the help of Competing Values Framework to ensure easier applicability for RemedyCenter's pursue of creating new organizational values.

6.2.1   The Meaning and Applicability of Diamonds in Competing Values Framework

The main findings were that work community and peers, equality and respect, customers and helping, fast moving and developing nature, and professionalism were most valued descriptive themes for RemedyCenter's employees. There were some differences between business segments, e.g. colleagues scored high in CU and fast development in Corporate administration. Furthermore, there were slight differences between demographic segments, wherein the health care personnel valued colleagues and customers, while doctors scored high in professionalism.

In the survey, there was distinguished behavioural value themes as well to describe, how the descriptive values are achieved. These were to produce quality, to serve, to solve problems, and to develop having again some differences between segments and demographic groups, e.g. SC producing quality and CU to serve.

This brings us to discussing the results in connection of Competing Values Framework. The survey results, descriptive (terminal) and behavioral (instrumental) value themes, were transferred to CVF based on the percentage of mentions each value theme had received in the survey. In the contemporary situation fundamental descriptive value theme was work community due to frequency of mentions and because it scored high in the biggest business (SC) and demographic (health care personnel) segments. Equality and respect were included with work community in the same quadrant in CVF. Secondary value themes were customer service and fast development, wherein professionalism is included. By adding the behavioral value themes mentioned in the previous paragraph, it shows that RemedyCenter's contemporary quadrants are Control, Compete, and Collaborate.

CVF considers also the predictive value themes, which in this case were drawn from company mission and from management comments. They indicated that the predictive value themes are Compete, Create, and Collaborate. The most valuable tool in CVF is to note the difference between contemporary and predictive value themes.

When comparing the contemporary and predictive the CVF diamond has shifted mostly from Control to Create quadrant meaning that presently the value themes are relatively stagnant, hierarchical, uniform, maybe even bureaucratic, but there is strong need or desire to be innovative, agile, and ready for constant changes (ref. Cameron et al., 2014). RemedyCenter's nature to acquire other organizations and the outlook for new business models are emphasized in the Create quadrant. Apparently the constant changes happening (DCI, Jan 12, 2017) may be behind the busy and fast developing nature of RemedyCenter, although the busy developing nature could belong to Compete quadrant as well.

The shift from Control to Create quadrant would expect to be considered among the future organizational values in the form of not entirely changing but by providing desired guidance (ref. Novetos 2016) especially when according to CEO (Jan 12, 2017) "produc-

ing quality is a "reminiscent from a public sector" and should therefore receive less meaning. Although the shift is considerable, the Control or Create quadrant hardly will dominate overall values in RemedyCenter.

The acquisitions and their aftermath (falling in Create quadrant in CVF) would have been expected to be seen in contemporary values, but they didn't seem to arouse feelings or perceptions among personnel unless busyness and development (Compete and Collaborate quadrant) are considered such. Maybe – but only guessing here – the hectic work environment shown in the results could be the reason, why the Corporate administration scored 28% in feeling negative at the time of responding.

Quadrant, where there is no significant change, is the Compete quadrant, i.e. the external position towards fast pace development and customers (ref. Cameron et al., 2014). Compete quadrant being strong in both contemporary and predictive diamonds is RemedyCenter's fundamental quadrant.

The slight shift towards more customer driven organization, however, requires a closer discussion. Presently, there is some difference between the value theme of "customers" between SC and CU segments. For CU the peers and work community is most important, while in SC segment it is the customer, especially among the large health care staff. These are considered descriptive assumptions or terminal beliefs, but when comparing behavioral value themes, CU answers "to serve", while for SC it is "to produce quality". It could be summarized that for CU to be able to serve (customers), they emphasize the value of work community, while for SC the fundamental value is the "customer", which they achieve by "producing quality". It would make profitable sense to cross-cultivate the perceptions of CU and SC in order to serve customers (as top priority) and to produce quality by work community.

The role of customers is not very clearly defined in the mission. There are three stakeholder groups equally mentioned: personnel, patients, and partners. In addition, "rapid access to care" or "preferred service provider" can be considered as inclinations of customer centricity. (Annual Report 2015.) Besides these, the biggest reason to emphasize customers was the CEO clearly saying (Jan 12, 2017) that they are or should move towards customer centricity. Therefore, the theme of Customers is expected to be one of the organizational value themes.

The theme of Work Community in Collaborate quadrant can be found from both contemporary and predictive situations. It received the highest percentage of mentions in the survey and in the mission there is a mention for RemedyCenter to be "a desired employer" and "personnel" is mentioned among the three important stakeholders (Annual Report 2015). Colleagues and nice work community should therefore be one of the organizational value themes. It is good to note that organizational values have an impact on internal brand (among the employees) towards customer experience (Mosley, 2007: 126).

Based on RemedyCenter's contemporary diamond (Figure 8), it has some presence in all quadrants. This is considered necessary for an organization to function balanced and effectively (Cameron et al., 2014: 177), although the idea is to have one fundamental and one to two secondary dynamics (ibid). Maintaining balance between values is considered important, because it helps to achieve several important yet diverse organizational goals (Malbasic et al., 2014: 437). Based on presentation on Figure 9, there appears to be a desired shift from decreasing Control quadrant and increasing the dynamics in Create quadrant. However, the author wishes to point out that the predictive diamond presented in this thesis tends to drop out Control quadrant quite radically causing a potential misbalance in the diamond (ref. ibid: 177).

The main learning that RemedyCenter can take from this thesis are the present value themes and their comparison to possible predictive value themes. They can use the CVF diamonds, where the value themes are presented (Figure 9), as a groundwork to decide on appropriate organizational values that are lived-by. The decision on how much to move from the present situation to the desired one, is a strategic decision of RemedyCenter. Also, how much emphasis RemedyCenter wishes to put in each quadrant, guides its creation and implementation of new organizational values. The CVF model stands also as a starting point on how to implement and execute the values, since no value is worth unless executed properly (ref. e.g. Novetos 2016; Gagliardi, 1986; Barrett Values Centre, 2014).

6.2.2   Side Notes to Consider on Execution of Values

There were some side details found that may have an effect especially when implementing the values, and are for that reason discussed here even if they are out of the scope of this thesis.

A point to remind with regard to execution of values is on how to apply and deal with the results of the SC, which is the biggest segment. It represents Control quadrant, while the desired direction is that of the opposite, Create quadrant. It is worthwhile to ponder, which is more meaningful: the present or the future, and how to ensure success in the desired length of journey of change. Also, the strong feel of being close to customers in SC should be distributed to all other segments to ensure desired customer centricity.

Based on the author's professional experience, when implementing the "Customer" value theme, it may be wise to consider the length of change from a professional/ specialist organization (produce quality, develop, solve problems) to more human and service oriented (to serve customers) organization. The change could be described as from executing to experiencing customer. Customer centricity is an attitude, and change of attitude demands respective actions. (Ref. Khan, 2014.) It could be that what is desired cannot after all be changed, if the value or belief is rooted deep enough (Schein, 2009:79).

One side detail that was discovered was that, there may be a management problem in SC segment. The suspicion was aroused due to number of similar comments on nepotism, favoritism, disdain, injustice, and co-workers' laziness. These were not approved in the work place. Although it appeared there is a good feeling about the work itself (help and serve customers) and mostly about nice work community in SC, there could be some individual leadership issues.

Last, there was some discrepancy between agreement on values and happiness at the time of answering, e.g. health care personnel of SC felt happy at the time of answering, but did not feel they agreed on company values. Could this be a reflection of finding satisfaction in work but dissatisfaction in work community, or does this refer to possible leadership issue mentioned earlier?

6.3   Critical Assessment of the Research

There were a number of limitations (L) in the research, which are listed below.
L1: The author had been given limited access and knowledge about RemedyCenter. The knowledge was therefore gathered merely from the company's annual report and from

occasional discussions with a few key persons in the organization. It is likely that the restriction on data served RemedyCenter's interest to keep the research as intact from the present situation and confidentiality of the business as possible.

L2: The wish and guideline of RemedyCenter was that the research is conducted through a brief web survey, mostly using quantitative questions. This may have been the biggest limitation: using a short quantitative survey to study comprehensive quantitative data sets naturally validity problems. Values since intangible are better studied using qualitative research method (Bryman and Bell, 2011: 31-32).

L3: A limitation - or an opportunity - can be seen in the fact that the personnel were not asked directly about values but questions were formulated to inquire supportive attitudes and feelings vis-à-vis to values in daily work.

L4: One limitation could have been that the author had/ has no prior knowledge on RemedyCenter's present values. However, this could be seen as an advantage as well, for the author not to be influenced by them.

The Competing Values Framework is most often used in studying and developing organizational cultures, in connection of which OCAI-tool to gather data on cultures is most used, but not necessary (Cameron & Quinn, 2011; Cameron et al., 2014). Since CVF studies cultures through values, it was considered appropriate to use it in evaluating values themselves.

Usually in studies of values (or cultures), there is a comparison done with present and future, or past and present. This research conducts empirical survey only on present situation, but draws the future data from company mission and management meeting. In that sense, this thesis follows the other studies done on organizational values.

Upon evaluating the Research, it is worthwhile to start with the discussion on the meaning of organizational values in and to RemedyCenter. The research on values was ordered by SVP in May 2016; it was modified to perceptions on important issues guiding towards organizational values by HRd in September 2016. However, the CEO apparently held a belief about asking values that affected behavior (ref. Schein, 2009: 83):" I don't believe in managing-by-values. Values are there only to support and guide management in crossroads, e.g. when one ponders, how to go about, he can seek for support from values on which to ground his decisions" (CEO Jan 12, 2017). The management's attitude towards values is critical in pursuing the implementation and management of values, because they act as example to employees (Novetos 2016; Kelly et al, 2005). After

DCI informed that the word "value" was never used in the survey (Jan 12, 2017), the CEO became more attentive and less biased. However, it is to be seen what the value of this value research will hold in RemedyCenter.

When defining organizational values within organization, the values need to be agreed upon with the major part of the organization, instead of only in the board room (Simmerly, 1987: 15). Having understood this, the author suggested RemedyCenter that the analysis summary of results would be presented to a wider body of personnel so that there would have been about 20 people diversely from the whole organization[12]. This way the values could have been discussed in a more practical setting and facilitative discussion could have taken the place (ref. Sirviö, 2011: 36-37). But an email answer from HRd on Nov 9, 2016 stated that they merely want to hear the results among the three managers: CEO, Human Resources Director, and Director for Communications and IR. How to choose the values and moreover, how to implement them is up to RemedyCenter. The author feels that the request on value themes to be lived-by did not receive adequate consideration in RemedyCenter.

The biggest deficiency of the Research was due to low respondent rate (ref. van Rekom et al., 2006; Valli, 2001; Vehkalahti, 2008). The rate was perhaps due to following reasons: a number of health care personnel does not have an easy or at least constant access to computer (ref. on the contrary the respondent rate of Corporate administration, who have easy access to computers, was good (above 60%)); the personnel were not reminded to answer either by management or superiors; and eventually, the timing of employee satisfaction survey (considered more important) overlapped with the value survey (ref. Valli, 2001: 32). Last, none of the surveys among the employees get high or even average results, e.g. the employee satisfaction survey scored below 50%. (DCI & HRd Jan 12, 2017.) This brings forth first question that would have been interesting and worthwhile to set forward after closing the survey: what was the reason, why some chose to answer the survey and others chose not to, and how the answers could have reflected on the results.

To ensure foremost reliability in a survey, it should have been made sure that all personnel have access to the survey, i.e. here to a computer (ref. Vehkalahti, 2008). This was solved by making the web tool to accept several answers from the same IP-address,

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[12] The minimum number of 20 is an estimate given by Rekom et al. (2006: 181) in order to conduct a group interview and is aligned with the author's experience as a trainer and facilitator.

since it was assumed that not everybody (e.g. nurses) have access to a personal computer. It is uncertain, if the respondent rate had been better, if it would have been possible to answer the survey also on paper. In addition, to ensure higher response rate a more personal reminder from management or superiors would have helped, as well as, the timing should have been more separate from the Employee satisfaction survey. To ensure true trustworthiness, a second survey to test the suggested value themes should have conducted some months later (ref. van Rekom et al., 2006: 187).

Despite the numerous limitations and deficiencies, the management was satisfied with the research, as it served as what was expected of it. Therefore, the validity and trustworthiness are considered accurately fulfilled. "This opens up the discussion and correlates with some of the findings in the employee satisfaction survey" (HRd Jan 12, 2017). Despite the low answer rates and thus somewhat limited data, CEO was positively surprised that some people actually answered and that directional conclusions were able to be drawn from this abstract a study (CEO, Jan 12, 2017).

6.4   Significance of the Thesis and Applicability to other Organizations

This thesis is unique for three reasons. First, it studies organizational values through a very brief mainly quantitative survey that has been compiled based on previous studies on organizational values (instead of more common e.g. Likert scale). Second, studying values in context of daily organizational behavior have not received much attention, because there is no availability on a method that would be built on daily work and behavior (van Rekom et al., 2006: 177). This thesis aimed to combine in its short survey and analysis the work values and lived-by factor with more fundamental value perceptions of the personnel.

Third, there is very little literature and research on, how to build organizational values from scratch. Instead, there are plenty of studies on the match between existing values to several behavioral issues, e.g. employee congruence or, on how to assess organizational cultures. In this sense, one can consider RemedyCenter abiding by its predictive mission as being in "forefront", in Create quadrant that is.

Amongst other studies on organizational values, this thesis is not exactly what has been done, but compiled close enough from previous studies to create something in a new but

not totally different a way. The main methodologies values are studied (Likert scale and OCAI) are also quantitative surveys. Quantitative survey on studying values defends its place, because the amount and variety of answers in a qualitative study would be too vast to comprehend. Generally, the quantitative data is verified and the depth of answers are acquired with interviews and other qualitative methods. (E.g. Schensul et al., 1999.) Here this thesis differed from more often used methodologies due to a small number of questions to which the depth of answers was gathered through two qualitative questions. This was considered the best method to gather data given the limitations of the task.

Last, the conclusions achieved in this study apply solely to RemedyCenter and thus cannot be applied as such to any other organization, even within same industry. However, the methodology and with some alterations the questions, method of analysis and framework discussion can be blueprinted in order for another organization to dwell into the research of its values. "Describing a culture which is appropriate for all organizations is an impossible task. The characteristics of the organization - - dictate different values, beliefs, and behaviors." (Boxx, Odom, Randall, 1991: 204.) What this thesis can give to other organizations is to provide a process or a guideline on how to build and create organizational values from scratch, from non-existing to existing.

7   Conclusion and Final Thoughts

Where this thesis ends, everything actually begins. This thesis has provided suggestions on organizational value themes to RemedyCenter using a brief web survey and evaluating the results against Competing Values Framework. After pointing out the fundamental and secondary value themes presently and predictively – the objective of this thesis – comes the actual beginning, i.e. deciding on the actual values, which is followed by implementation and execution. Values come alive only, when practiced in daily life.

The results of this thesis are used to open up the discussion on organizational values in RemedyCenter. The old values had no role in RemedyCenter and the wish of the organization was to probe the perceptions of the personnel on how they viewed organizational values in RemedyCenter. Like Fingean (2000) says, it is not about the match between personal and organizational values, but what matters is, how the personnel actually perceive the organizational values.

This thesis has presented employees' perceptions on organizational value themes presently and discussed them against Competing Values Framework. Such value themes found to be Work community, Fast and developing nature, Equality and respect, Customers, and Professionalism. These descriptive value themes are achieved by Producing quality, Serving, Solving problems, and Developing. CVF diamond is comprised of Collaborate, Control, and Compete quadrants.

The predictive value themes were drawn from mission and management meeting. These were Customers, Growth, Leadership, and Development, which form Compete, Create, and Collaborate diamond. The discussion of present and future value themes forms the basis for RemedyCenter's organizational values.

There were found many limitations and shortcomings here starting with finding a proper research methodology that satisfied the necessary academic requirements and the restrictions and wishes of RemedyCenter. Second, low respondent rate challenged the trustworthy analysis of the results. Last, an abstract research subject like this makes drawing correct clustering of value themes vulnerable and dependent on the skills of the researcher.

This thesis has provided RemedyCenter a suggestion on value themes on which to build the organizational values. This provides a good start of a conversation and direction to, how to create and implement the values (HRd Jan 12, 2017). In what extent RemedyCenter wishes the role and task of the values have in the organization should be pondered before execution. This goes deeper to attitudes and beliefs of what organizational values stand for in RemedyCenter. Maybe they bring together and guide in controversial situation, but **only** if they are not detached from reality. Applying Gorenak and Košir's (2012: 565) thinking, organizational values can be used in RemedyCenter to inspire the employees as well as their customers.

Once RemedyCenter starts creating, deciding, and implementing its organizational values, it would benefit from further studies. It would be of interest to evaluate the impact of the chosen values to e.g. employer branding or customer experience. Hopefully this discussion has provided the company useful enough information and suggestions for future purposes. Other organizations can learn from this thesis a convenient way to study employees' perceptions on organizational values and how to evaluate them with the help of Competing Values Framework.

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APPENDIX 1

Invitation to participate translated from Finnish to English

"Dear worker of RemedyCenter, we are surveying meaningful matters in our work community, wherein everybody's input is important. There are only seven questions out of which a few require a tranquil moment to answer to. MA Maria Wan (tel xxx) conducts the research as part of her thesis for Metropolia University of Applied Sciences. The survey is confidential and anonymous; individual respondent cannot be identified. Only the researcher has access to the response material, while the end results are conveyed to RemedyCenter. We kindly ask you to answer to the survey soon but at the latest by Dec 15, 2016. It is suggested to use a computer or a tablet in answering (due to visual appearance). Enjoy your work day! Please choose the survey link based on the business segment you belong to:

SC segment: Social Unit

CU segment: Clinical Unit

Corporate administration: Corporate management and support services"

APPENDIX 2

The Survey questions in Finnish

1. *Mikä tunne tai asia on sinulle työssäsi niin tärkeä, ettet ole valmis luopumaan siitä (vastaa 1-2 sanalla)?*

2. *Valitse, mitkä näistä adjektiiveista kuvaavat työyhteisöäsi. Valitse 3 eniten kuvaavaa.*

- ☐ joustava
- ☐ vaativa
- ☐ luova
- ☐ ihmisläheinen
- ☐ nopea
- ☐ rohkea
- ☐ rehellinen
- ☐ kuunteleva
- ☐ kehittyvä
- ☐ luotettava
- ☐ lokeroiva
- ☐ tasapuolinen
- ☐ humoristinen
- ☐ yksilöllinen
- ☐ systemaattinen
- ☐ kannustava
- ☐ aktiivinen
- ☐ haastava
- ☐ iloinen
- ☐ ahdistava
- ☐ epävirallinen
- ☐ hierarkkinen
- ☐ varovainen
- ☐ tuottava

☐ mukava   ☐ ryhmähenkinen   ☐ itsenäinen

☐ käskyttävä   ☐ syyllistävä   ☐ laadukas

☐ kommunikoiva   ☐ avulias   ☐ vaihteleva

☐ kiireinen   ☐ avoin   ☐ jumittava

☐ byrokraattinen   ☐ karismaattinen   ☐ johdonmukai-
                                                  nen
☐ stressaava   ☐ rento

☐ kyräilevä   ☐ palkitseva

☐ verkostoitunut   ☐ yhteisöllinen

3. Mikä on omasta mielestäsi työsi tärkein tavoite? Valitse 2-3 osuvinta.

☐
tuottaa mielihyvää
                              ☐ tukea muita
☐ johtaa asioita
                              ☐ tuottaa laatua
☐ kontaktoida
                              ☐ toimittaa asioita
☐ suunnitella tulevaa
                              ☐ motivoida
☐ auttaa työkavereita

☐ varmistaa

☐ koordinoida

☐ dokumentoida

☐ ratkaista ongelmia

☐ ideoida

☐ olla tarkka

☐ tehdä tulosta

☐ edustaa

☐ tarkkailla

☐ johtaa ihmisiä

☐ hoitaa rutiineja

☐ kehittää

☐ palvella

☐ seurata ohjeita

☐ tehdä päätöksiä

4. Millaista käytöstä tai toimintaa remedycenteriläisenä et hyväksy työssä (vastaa 1-3 sanalla)?

5. Tuntuuko sinusta, että koette työyhteisössänne samat asiat tärkeiksi ja ei-tärkeiksi?

○ Kyllä

○ Melko samaa mieltä

○ Melko eri mieltä

○ Emme juuri

6. Mikä oli fiiliksesi, kun vastasit tähän kyselyyn?

○ erittäin hyvä

○ melko hyvä

○ melko huono

○ todella huono

Kiitos vastauksista ja ajastasi!

APPENDIX 3: Presentation to RemedyCenter, Jan 12, 2017

Dia 2

Dia 3

1. Opinnäytetyön tavoite ja sisältö

Työn tavoite: kartoittaa organisaation henkilökunnalle merkityksellisiä asioita työssä ja työyhteisössä, analysoida tulokset ja hahmotella niistä sopivat teemat Competing Values Framework –viitekehyksen avulla. Organisaatio voi hyödyntää tai olla hyödyntämättä opinnäytetyön sisältöä ja päätelmiä vapaasti haluamallaan tavalla. Tässä esityksessä kuitenkin vain tulokset ja analyysi.

Relibialiteetti ja validiteetti: haasteellista oli, että päädyttiin organisaation ja tutkijan yhteispäätöksellä tutkia kvalitatiivista ja käsitteellistä dataa jokseenkin kvantitatiivisella kyselyllä. Samoin kysymyksiä oli vain neljä (+2-3 kontrolli- tai taustakysymystä). Kyselyyn saatiin erinäisistä syistä varsin vähän vastauksia. Tutkimus kärsi em. syistä ja on siksi käsiteltävä annetussa valossa. Olennaista kuitenkin on, että kysely teetettiin ulkopuolisella ja että tulokset toimivat vähintään keskustelun avauksena.

Henkilökohtainen tavoitteeni: tuottaa organisaatiolle riittävä viitekehys, perustelu, pohja, tunnustelu ja eväät arvojen rakentamiselle.

Dia 4

2. Arvon määritys ja merkitsevyys kartoituksessa

"Important and lasting *beliefs* or *ideals* shared by the members of a culture about what is good or bad and desirable or undesirable. Values have major influence on a person's *behavior* and *attitude* and serve as *broad guidelines* in all situations."
- www.businessdictionary.com

"Principles or standards of behaviour; one's judgement of what is important in life."
- www.oxforddictionaries.com

"Periaate, joka ei pala helvetin tulessakaan."
– CEO 12.1.2017

"Kun järki loppuu, otetaan arvot käyttöön. Niissä on jotakin tiedostamatonta."
– HRd 12.1.207

Huomioitavaa on, että kyselyssä ei kysytty arvoja vaan niitä kartoitettiin sivuavin kysymyksin, joiden perusteella voidaan lähteä rakentamaan arvoja.

Dia 5

VASTAAJARYHMÄT & VASTAUSPROSENTIT

Kaikki: 450/ 3600 = 12,5%

RESPONDENT GROUPS	SC segment	CU segment	Corporate administration
all	168/ 2431 = 6,9%	210 / 1079 =19,5%	72/ 90 = **80%**
doctors	18 / 171 = 10,5%	24 / 325 = 7,4%	
health care staff	108/ 2162 = 5%	135/ 605 = 22,3%	
supportive staff & general administration	60/ 98 = **61,2%**	51/ 149 = 34,2%	

Dia 6

CU segmentti: Clinical Unit

210/ 1079 = 19,5%

Metropolia

Metropolia
University of Applied Sciences

Dia 7

CU

K1. Mikä tunne tai asia on sinulle työssäsi niin tärkeä, ettet ole valmis luopumaan siitä (vastaa 1-2 sanalla)?

KAIKKI:
Työyhteisö (kuuluminen ryhmään, työkaverit), Toimivuus, mielekkyys, fiilis (yhdessä tekeminen, kehittäminen), Ammattitaito (työn imu, osaaminen, onnistuminen, monipuolisuus, itsenäinen työ)

LÄÄKÄRIT (24/ 325 = 7,4%)
ammattitaito, itsenäisyys, laatu, intohimo

HOITOHENKILÖKUNTA (135/605 = 22,3 %)
yhteisöllisyys, työ (monipuolinen, ammattitaito, suorittaminen), asiakas (palvelu, asiakassuhteet)

MUUT (51/ 149 = 34,2%) : työyhteisö, (hallinta, palkka, työajat, tasapuolisuus)

Dia 8

CU

K4. Mitä et hyväksy työpaikalla?

KAIKKI:
Väheksyntä, aliarvostaminen (29% vastaajista); Huono käytös, selän takana puhuminen (27%); Epätasapuolisuus, suosiminen (24%). Muita: epärehellisyys, huono johtaminen, epäluottamus, (ei tee töitä, ottaa kunnian töistä toiselta, kyräily)

LÄÄKÄRIT 7,4%
epärehellisyyttä

HOITOHENKILÖKUNTA 22,3%
Epärehellisyys, kyräily, huono käytös, selän takana puhuminen

TUKI JA YLEISHALLINTO 34,2%
vähättelyä, syyllistämistä, kuppikuntia, epäasiallista kohtelua

"epäammattimaisuus, epäpätevyys, epäkohteliaisuus" – eräs vastaus

Metropolia
University of Applied Sciences

Dia 9

CU

K2. Valitse mitkä näistä adjektiiveista kuvaavat työyhteisöäsi. Valitse 3 eniten kuvaavaa.

KAIKKI
Kiireinen, itsenäinen, joustava, laadukas, mukava, vaihteleva

LÄÄKÄRIT 7,4%
joustava, jumittava, luotettava, mukava

HOITOHENKILÖKUNTA 22,3%
kiireinen 22%, joustava 20%, itsenäinen, vaihteleva, laadukas, mukava.

TUKI JA YLEISHALLINTO 34,2%
kiireinen 47%, kehittyvä 35%, itsenäinen 29%

Dia 10

CU

K3. Mikä on omasta mielestäsi työsi tärkein tavoite:

KAIKKI:
Palvella, tuottaa laatua, ratkaista ongelmia, kehittää

LÄÄKÄRIT 7,4%
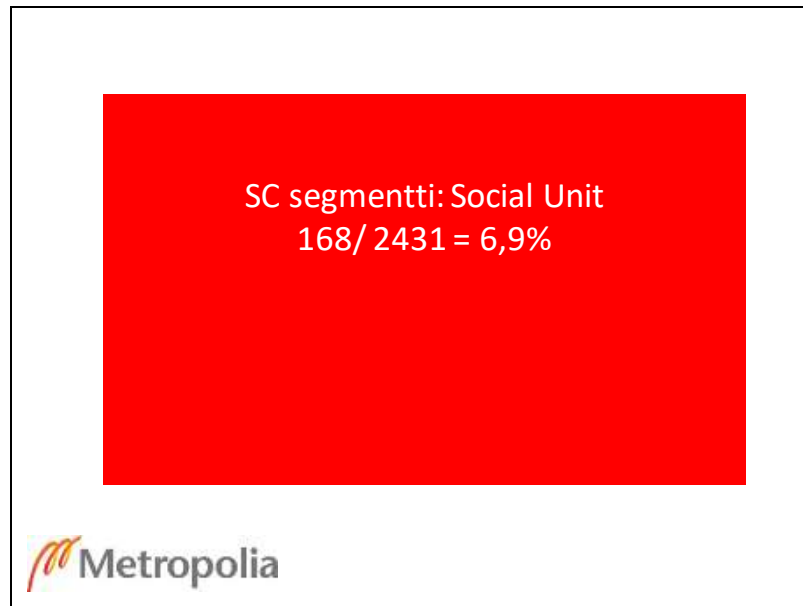ratkaista ongelmia, tuottaa laatua, palvella (johtaa ihmisiä)

HOITOHENKILÖKUNTA 22,3%
Palvella 53%, tuottaa laatua 49%, kehittää 31%

TUKI JA YLEISHALLINTO 34,2%
ratkaista ongelmia, kehittää, (palvella, tukea muita)

Metropolia
University of Applied Sciences

Dia 11

SC segmentti: Social Unit
168/ 2431 = 6,9%

Metropolia

Dia 12

SC

K1.Mikä tärkeää:

KAIKKI:
auttaminen, asiakas, asiakastyytyväisyys, työyhteisö, työkaverit,
työn mielekkyys ja merkitys

LÄÄKÄRIT 18/ 171 = 10,5%
(ei yhteenvetoa)

HOITOHENKILÖKUNTA 108/2162 = 5%
auttaminen, asiakas, asiakastyytyväisyys, potilaan hyvinvointi

TUKI JA YLEISHALLINTO 60/98= 61,2%
Työyhteisö, (arvostus, luottamus)

Metropolia
University of Applied Sciences

Dia 13

K4. Ei hyväksy:

KAIKKI:
vähättely, kiusaaminen, epäoikeudenmukaisuus, epäyhteisöllisyys,
huono käytös, epäempaattisuus

LÄÄKÄRIT 10,5%
Epäoikeudenmukaisuus, epärehellisyys, kiusaaminen

HOITOHENKILÖKUNTA 5%
vähättely, kiusaaminen, epäoikeudenmukaisuus, epäyhteisöllisyys

TUKI JA YLEISHALLINTO 61,2%
huono käytös, epäempaattisuus, vähättely,
epäoikeudenmukaisuus, epäyhteisöllisyys

Dia 14

K2. Työyhteisön kuvaus:
KAIKKI
Ihmisläheinen 27%, kehittyvä 21%,, kiireinen 18%

LÄÄKÄRIT 10,5%
(ei yhteenvetoa)

HOITOHENKILÖKUNTA 5%
Ihmisläheinen 27%, kiireinen 20%, ryhmähenkinen 20%
(käskyttävä, stressaava)

TUKI JA YLEISHALLINTO 61,2%
Kehittyvä 35%, ihmisläheinen 25%, yhteisöllinen 20%

Dia 15

SC

K3. Työn tavoite:
KAIKKI
Tuottaa laatua 57%, palvella 41%, ratkaista ongelmia 27%,
kehittää 27%

LÄÄKÄRIT 10,5%
Tuottaa laatua 83% !!, (ratkaista ongelmia, palvella)

HOITOHENKILÖKUNTA 5%
Tuottaa laatua 67%, palvella 50%, ratkaista ongelmia 23%,
tuottaa mielihyvää 23%, kehittää 23%

TUKI JA YLEISHALLINTO 61,2%
Kehittää 30%, tuottaa laatua 30%, motivoida 30%, palvella 30%

Dia 16

Konsernin hallinto:
liiketoimintajohto ja konsernin
tukipalvelut
72/ 90 = 80%

Metropolia

Metropolia
Helsinki
University of Applied Sciences

Dia 17

KONSERNI 80%

K1.Mikä tärkeää:
kunnioitus, tasapuolisuus, arvostus, kehittyminen, onnistuminen, vaikuttaminen

K4. Ei hyväksy:
vähättely, alistaminen, eriarvoisuus, epäoikeudenmukaisuus, syrjintä, huono käytös (huutaminen)
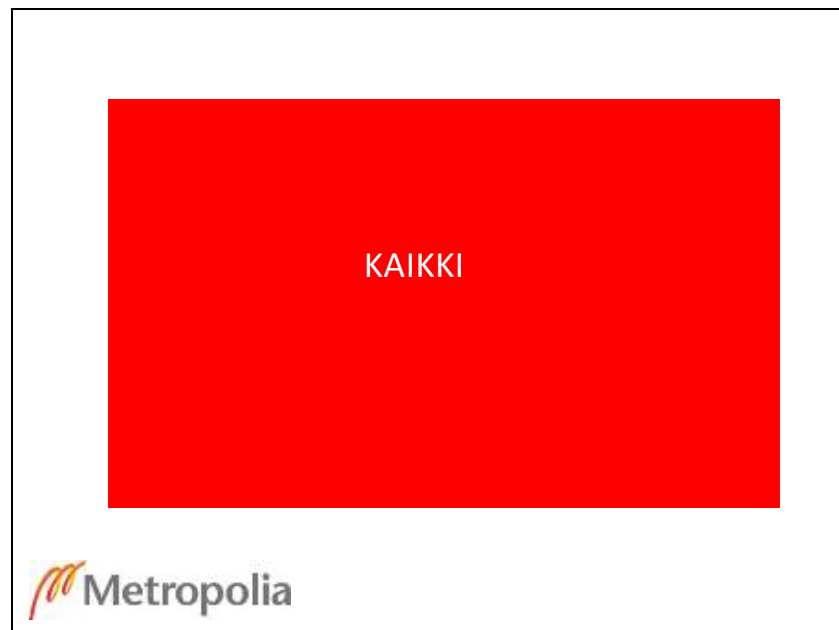
K2. Työyhteisön kuvaus:
Kiireinen 50%, humoristinen 25%, stressaava 25%

K3. Työn tavoite:
Kehittää 31%, ratkaista ongelmia 25%, tukea muita 25%, hoitaa rutiineja 22%, tehdä tulosta 22%

Dia 18

Dia 19

KAIKKI 450/ 3600 = 12,5%

	Q1 WHAT IS IMPORTANT	Q2 DESCRIPTION OF WORK PLACE	Q3 DESCRITION OF WORK	Q4 WHAT YOU DISAPPROVE
SC	helping, customer, work community	humane, deveoping, busy	produce quality, serve	disdain, bullying, injustice
SC DOCS	n/a	n/a	produce quality	injustice, dishonesty
SC HC STAFF	helping, customer, patient wellbeing	humane, busy, team spirited	produce quality, serve	disdain, bullying
SC SUPPORT&ADMIN	work community, trust, respect	developing, humane, communal	develop, motivate, serve	bad behaviour, non-empathy
CU	work community, doing together, professionalism	busy, independent, flexible	serve, produce quality, solve problems	disdain, bad behaviour, inequality
CU DOCS	professionalism, independence, quality	flexible, jammed	solve problems, produce quality	dishonesty
CU HC STAFF	community, work, service	hasty, flexible	serve, produce quality	dishonesty, talk behind back
CU SUPPORT&ADMIN	work community, clear roles, equality	busy, developing, independent	solve problems, develop	disdain, blaming
CORP ADMIN	respect, equality, development	busy, humoristic, stressful	develop, solve problems, support others	disdain, subordination, inequality
ALL (SC, CU, ADMIN)	work community, peers, professionalism, equality, respect, customers, helping	busy, developing, humane	produce quality, serve, develop, solve problems	disdain, inequality, bad behaviour, bullying, accusations
n/a = too few results to draw a conclusion				

Dia 20

KAIKKI 450/ 3600 = 12,5%

Mikä tärkeää (suluissa maininnat prosentteina, huom. Ei yht 100%)**:**
Työyhteisö, työkaverit (31,4%); tasapuolisuus, arvostus (26%); asiakkaat, auttaminen (8,6%); osaaminen, ammattitaito (6,6%); kehittyminen (vahva 80% konsernijohdossa)

Ei hyväksy:
vähättelyä, eriarvoisuuuta epäoikeudenmukaisuutta; huonoa käytöstä; selkään puukottamista, kiusaamista, syyttelyä, selän takana puhumista, kyräilyä.

Työyhteisön kuvailu:
Kiireinen 29%, kehittyvä 17,5%, ihmisläheinen 17%
Itsenäinen, joustava, vaihteleva, stressaava (49% kiireisistä), haastava,

Työn tärkein tavoite:
Tuottaa laatua 41% (SC!), palvella 38%, kehittää 29%, ratkaista ongelmia 28%

Dia 21

Tuntuuko sinusta, että koette työyhteisössänne samat asiat tärkeiksi ja ei-tärkeiksi?
CU
Lääkärit: **90%** samaa mieltä, 10% eri mieltä
Hoitohlökunta: 83% samaa mieltä, 13% eri mieltä
Tuki ja yleishallinto: 75% samaa mieltä, 25% eri mieltä
SC
Lääkärit: 83% samaa mieltä, 13% eri mieltä
Hoitohlökunta: 77% samaa mieltä, **23%** eri mieltä
Tuki ja yleishallinto: 90% samaa mieltä, 10% eri mieltä
Konsernihallinto: 86% samaa mieltä, 14% eri mieltä

Mikä oli fiiliksesi, kun vastasit tähän kyselyyn?
CU
Lääkärit: hyvä fiilis **90%**, huono fiilis 10%
Hoitohlökunta: hyvä fiilis 85%, huono fiilis 15%
Tuki ja yleishallinto: hyvä fiilis 89%, huono fiilis 11%
SC
Lääkärit: hyvä fiilis 67%, huono fiilis **33%**
Hoitohlökunta: hyvä fiilis **93**%, huono fiilis 7% (vrt. edell kysymys)
Tuki ja yleishallinto: hyvä fiilis 86%, huono fiilis 14%
Konsernihallinto: hyvä fiilis 72%, huono fiilis **28%**

Dia 22

Huomioita:

- Koska melkein puolet työntekijöistä on SC:n hoitohenkilökuntaa, pitäisikö heidän tuloksiaan painottaa? Mutta koska heidän vastausprosenttinsa niin pieni, voisi olla hyvä kysyä miksi eivät vastanneet ja/tai kartoittaa heidän tuntemuksiaan tarkemmin.

- työyhteisö nähdään negatiivisena (esim. käskyttävä, ahdistava, hierarkkinen, jumittava), jos myös kokee että koetaan eri asiat tärkeiksi/ ei-tärkeiksi → ei ole sopeutunut työyhteisöön?

- hoitohenkilökunta: empaattisuus, asiakaslähtöisyys ja potilastyö korostuu. (CU: tärkeää = yhteisö, työ = palvella/ SC: tärkeää = asiakas, työ = tuottaa laatua) → arvo vs tekeminen
  - Tuottaa laatua = jäänne julkiselta sektorilta?

- SC: Esimiestyössä tai kommunikoinnissa parannettavaa? (muista segmenteistä poiketen nepotismia ja "enemmän" laiskottelua)? → Hyvä fiilis "auttamisesta ja palvelemisesta" mutta työyhteisössä negaatiota?

- Konsernihallinnossa kukkii huumori. Muualla ei juuri mainintoja huumorista.

Dia 23

Kysymyksiä:

- Mikä sai ihmisen vastaamaan? Mikä ei?

- Ovatko negaatiot pelkoja vai todellisia?

- Miten suhtautua pienen otoksen antamaan tulokseen?

- Miten löytää yhteiset arvot kaikille, kun arvostetaan melko eri asioita? (esim. Lääkärit ammattitaitoa ja hoitohenkilökunta yhteisöllisyyttä): Mitä on: itsenäinen + yhteisöllinen = ?

- Sekä miten luoda kaikille yhteiset ja samalla erottuvat arvot, jotta erotutaan myös kilpailijoista?

Dia 24

Teidän ajatuksianne?
Kysymyksiä?
Tästä eteenpäin?

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