

# DIAGNOSIS OF COMPATIBILITY OF A NETWORK-BASED ORGANIZATION'S VALUES WITH EMPLOYEES' PERSONAL VALUES

**Algirdas Giedraitis, Ph.D**

giedraitis.algirdas@gmail.com

Klaipėda University, Lithuania

## **Abstract**

Compatibility of values in network-based organisation is diagnosed in this article. It was theoretically grounded that compatibility of values between values declared and cherished by network-based organisation and employees' personal values is very important for ensuring successful existence of network-based organization. Such compatibility of values in network-based organisation in Klaipėda city (in Lithuania) development strategy shall ensure fair employment of urban residents, competitive ability of employees in the market as well as other social problems are being solved. Quantitative research comprised interviews with 221 respondents in Klaipėda network-based trade organisation "IKI". Based on the research results, it was determined what common values an organisation and employees do share in the level of organisational behaviour. Spiritual and moral values, which are allied to cherishing of social responsibility, are mostly cherished in network-based organization "IKI". Meanwhile, social and economic values shall dominate mostly among employees' personal values. No occupational values were mentioned among 10 of the most important values. Such analysis of values' compatibility shall form main values, on which organisation's strategy, education plans and practise are based. Application of purposeful policy of employees' value-based orientation in education companies, solving problems of leadership and more increasing level of congruence between values of network-based organisation and employees' personal values were offered to improve the situation.

**Key words:** network-based organisation; compatibility of organisation's and employees' values

## Introduction

In modern world affected by globalisation process, networks are named as incorporation of effective content and measures into organisations and consolidation of their correlation. Therefore a fact, that universal tendencies of globalisation did not affect human value-based position, could not be negated. Laws of formation of network-based organisations shall vary future technologies and society, so it likely that more and more individuals and organisations will be involved in mutually useful networks in the future.

Values shall provide singleness for goals of activity, policy and strategies for network-based organisation. Clearly formed values in network-based organisation shall become main guidelines, assisting to decide how to seek for tasks. Positive attitude towards values of network-based organisation is a particular index, how an employee interanalyse them and how these values participate in its life. Employees must realise and accept values of network-based organisation otherwise it's not a value. Values shall help employee orient in the environment, to cull from the environment such aspects of economic, social and cultural life which shall become important to it during period of improvement. An employee, identified himself with values of network-based organisation, shall accept them as a part of himself/herself and his/her success shall become a success of organisation. Therefore employees are attracted to network-based organisation, which, according to their understanding, have similar values with theirs. From the other side, network-based organisations shall also try to select such candidates, who are apt to cherish the same values. Consequently processes of compatibility of values between network-based organisation and employees became a very important aspect of working of network-based organisation.

Elfenbein and O'Reilly (2007) present compatibility between personal and organisational values as common system of values, typical both for an individual and organisation, defining what is important for both sides as well as norms, defining desirable behaviour and provisions of organisation's members. On the grounds of combined values, it is possible to unify endeavours of organisation's members while implementing strategies (Sorensen, 2002), thus ensuring survival of organisation itself in competitive environment (Šimanskienė, 2008). Therefore, uniformity of organisation's and employees' values may lead to interpretation of same events and same reaction to them, and it would have negative effect on the results of activity under particular conditions, especially when innovation and adaption to changes is needed (Giedraitis, 2011). It is very complicated to determine when values in organisation are really combined. Existence of compatibility of values could be decided from employees' behaviour: a demand felt by

employees to act and seek for a goal in the organisation or not. In case personal values shall not coincide with organisation's values, then the first ones shall be combined to the latter, or an employee must leave the organisation as common values of organisation are more important than personal values. Thus an employee is forced to "assemble" his/her value-based attitude selecting between own and organisational values.

What is the level, on which network-based organisation and employee share common values? How to reach that network-based organisation values and employees' personal values in working environment would coincide as much as possible? It is very burning practical problem.

**Problem of the research:** Employers are familiar with compatibility of values in network-based organisation as a motivating force in order to reach high results. Therefore, network-based organisation shall confront with problems of compatibility of values and supporting.

**Subject of the work:** Compatibility of values in retail chain "Iki".

**Purpose of the work:** To diagnose compatibility of values in retail chain "Iki".

**Tasks of the work:** to ground significance of compatibility of values in network-based trade organisation in theoretical aspect and to diagnose compatibility of values between network-based organisation and employee's personal values in retail chain "Iki".

**Methods of the work:** comparative analysis of scientific literature; methods of quantitative research and data processing applied in the research; received data of quantitative research were processed according to SPSS 15. Survey was performed in April of 2014.

## **1. An importance of compatibility of values and theoretical reasoning in network-based organisation**

Network-based organisation is a modern organisation, for which resilient relations between all members and subdivisions of an organisation are typical. It shall require radically arrangement of information infrastructure. Values shall form an essence of culture of network-based organisation. Šimanskienė (2001) claims that values are the main concepts of organisation, forming cultural background, which majority of organisation members must approve. Values are "long-term" goals, presented as main principles of human life (Berson et al. 2005). Values are those criteria which define what is good or bad, correct or incorrect. They shall develop from culture of an individual and shall determine its behaviour as well as shall assert in the behaviour of an individual or their groups (Čiburienė, Guščinskienė, 2007). Freedom, selection of goals, creativity, desire to recognise and indepen-

dence shall depend on particular values (Peterson, Park, 2006). In psychological literature values are understood as “a thing, process or phenomenon, for which a person shall have largest significance, a ratio, with which person’s ego is important and which determines singleness of person’s activity” (Suslavičius, 2006). In Lithuanian legal laws, the concept values if being replaced by “principles”, which is allied to its essence and may be treated as convictions, creeds and laws of activity.

Value-based orientation shall reflect ideology and culture of network-based organisation, to which an employee shall belong to. One of the main tasks of system of values is to present a concept of its identity to the members of organisation (Monkevičienė, 2009). Values must be integrated into processes, policy of business organisation and principles of business activity. Consequently selection, combination and cherishing of suitable values have great significance on indexes of companies’ profit and even on survival of companies themselves (Goman, 2007). System of organisation’s values shall provide singleness for goals, policy and strategies of activity. Most values of organisations are universal and characteristics typical to a person and organisation are similar (Sezgin, 2006; Edwards, Cable, 2009). Values of organisation are time-tested, stable and flows from inside, and an organisation shall consider it as standard of behaviour (Monkevičienė, Liugailaitė-Radzvickienė, 2009). Values in organisation must be fairly precisely named, understood and accepted. If person’s values are allied to ideas of organisation, assertion and common agreements are being standardised as well as honesty, quality and integrity shall increase (Lusthaus et al. 2002). One of the main tasks of system of values is to provide members of organisation with concept of its identity attitude (Monkevičienė, 2009). In such a way attitude of transference of abilities, knowledge and skills, occupational duties and responsibility is being educated.

Scientific resources contain assessment of various values. It should be stated, that one authors analysing values shall define that employee’s value-based relation is determined by its needs, and the others state, that employee’s behaviour shall depend on goals, one wishes to implemented, and the others state, that this relation is determined by interests. Usually values shall determine boundaries of vital activity of individuals, groups and systems. The more poor scale of value, the more allowable and less restriction. It is important, that distinguished values would not contradict with each other, would be acceptable and agreed in various levels of network-based organisation: personal, team, subdivision, company etc. In other case it will arouse internal conflicts in network-based organisation. Rao (2007) indicated that wrong assessment of values in organisation may lead to catastrophes or prevent from adequate reaction into their consequences.

Values are being formed considering to opinions, provided by various authors (Table 1).

Table 1. Groups of values in network-based organisation

Group No.	Groups of values	Significance of values	Authors
1.	Occupational values	Identify how well organised work is important for employee and organisation	Palidaukaitė, 2004, 2004b, 2007a; Glomseth, Gottschalk, Hole, (2010).
2.	Spiritual values	Identify how important higher (spiritual) needs and goals are for employee and organisation.	Kuzmickas, 2003; Aramavičiūtė, 2005; Mureika, 2006; Williams, 2006; Nekrašas, 2008
3.	Moral values	Identify how much humanistic values are important for employee and organisation.	Hartman, 2001; Baranova, 2004; Kanišauskas, 2009; Šarlauskienė, 2011
4.	Physical – aesthetic values	Identify how convenient and comfortable working environment is for employee and organisation.	Šimanskienė, 2002; Ginevičius, Sūdžius, 2007; Vveinhardt, Nikaitė, 2008; Borisova, 2009; Vveinhardt, Gulbovaitė, 2012a, 2012b
5.	Social values	Identify how personal and organisational success is important for employee and organisation.	Edvardsson et al. 2006; Ginevičius, Sūdžius, 2007; Martinaitytė, Matutis, 2012
6.	Economical values	Identify how encouragement and social guarantees as well as orientation to work results are important for employee and organisation.	Edvardsson et al. 2006; Ginevičius, Sūdžius, 2007; Monkevičienė, Liugailaitė-Radzvickienė, 2009; Pruskus, 2010, 2012

Source: own elaboration

It shall be supposed that the values presented in Table 1 shall define personal actions and expectations of network-based organisation and employees. Here physical-aesthetic values are joined together into one block as their meaning is almost the same.

It shall be stated that values shall not create welfare of itself in network-based organisation. It shall be accented, that values must be constantly supported and cherished. Variation of values may take place as creative, innovative continuity, when their initial meaning shall unfold with new concepts and roles, corresponding to dynamic human relation with reality and their changed needs. Individuals and organisations shall follow values typical to socio-culture, on the grounds of which construe relations between separate systems (Verplanken, 2004; Kvedaravičius, 2006).

Various authors (Hyde, Williamson 2000; Sagnak 2005; Knoppen et al. 2006; Šimanskienė 2007; Natarajan, Nagar 2011; Vveinhardt, Gulbovaitė 2012a) describe frequently a relation between employees' and organisation's

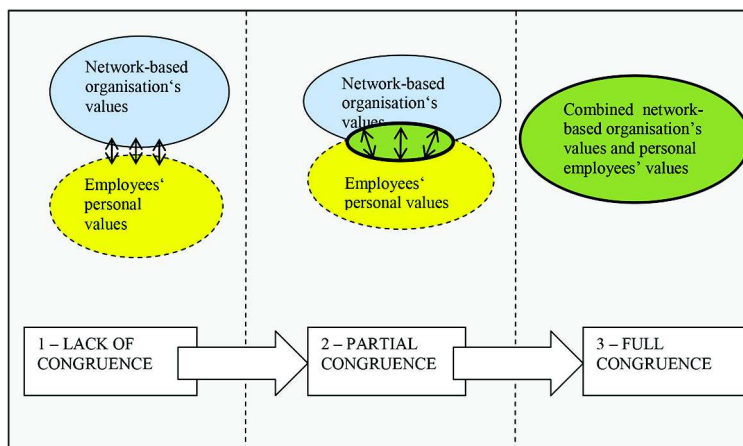
values with performance of work in general sense and performance of particular tasks and works. In such a way, close contact of valuable attitude and organisational identity, as an essential valuable position, is accented. Results of the research received by other authors (Kristof-Brown et al. 2005) show that contact of compatibility between organisation's and employees' personal values with performance of common work was high. Other authors notice that there is very great significance regarding takeover of organisation's values for employees (Ledgerwood, White, 2006). It shall be stated that compatibility of elements of values' system shall increase effectiveness of organisation's activity. Congruence of organisational and personal values is natural and artificial process, which, as a component of culture, must be supported and developed by organisation representing management (Vveinhardt, Gulbinaitė, 2012). Disagreements are being eliminated using value-based background, highlighted by separated attitudes (compatibility of values). Very small change of employees shows a level of values combined in the organisation (Giedraitis, 2011).

A task to create an environment, where values of organisation and employees would coincide as much possible, was raised for network-based organisation. In such environment an employee shall identify himself/herself with values of prosperous network-based organisation, accept them as a part of himself/herself and his/her personal success shall become inseparable from success of organisation. In this way provision of transfer of abilities, knowledge and skills is being developed as well as occupational duty and responsibility.

Diagnostic model of value congruence (Fig. 1) is offered as one of the methods to ensure compatibility of values in network-based organisation. Therefore, first of all, network-based organisation requires knowledge on what stage congruence of personal values of network-based organisation and employees is. Three typical levels of compatibility are presented in this model:

- 1 – lack of congruence;
- 2 – partial congruence;
- 3 – full congruence.

Figure 1. Diagnostic model of value congruence



In the first level, in which there is a lack of congruence, rapid analysis of values is required. In the second level (a partial congruence), it is necessary to review values, assess and accept a decision on refusal of some values or improve them. The greatest influence on perfect compatibility has the fact, when values of network-based organisation and employees' values are close to full congruence. In turn, in the third level, when full congruence exists, full compatibility of values is received or contamination of values is reached.

Values would be left unrealised and forgotten if one would not try to consolidate them in any possible way, i.e. institutionalise. The greatest responsibility in assessment of values and spread process falls to managers of organisation. Vision of managers, understanding significance of values, is employees' provisions oriented to network-based organisation values and goals. Compatibility of these strategies is impossible without wish and understanding of the management that values may contribute to preparation and implementation of business strategy. Consequently managers must attempt, that employees' personal values would not only coincide as much as possible with network-based organisation's values but also would contribute to aim of full value congruence. The larger compatibility of values between employees and organisation, i.e. congruence, the better quality of work performed by employees is. Variable business environment undoubtedly shall also require flexible decisions in respect of values. But it is likely to reach contamination of values by performing unplanned change of employees, and especially managers of all levels, and rapidly seeking for compatibility of personal values of new employees with values of network-based organisation.

When seeking compatibility of values in network-based organisation between network-based organisation and employees' personal values, one should remember that the result shall depend on:

- what are main value-based orientations of managers;
- how clearly values of network-based organisation are formed;
- in what level human resource management system is;
- what is the level of economic and trade system;
- how do main processes are being performed.

Consequently, value compatibility in network-based organisation shall require spread of information and its accessibility as well as inspirational examples of good practises. And probably the most important aspect is that in order to ensure successful existence of network-based organisation, compatibility between values declared and cherished by network-based organisation and values of employees is very important.

## **2. Organisation of research and methodology**

The goal of the research is to determine compatibility of values in retail chain “Iki”: between values declared and cherished by network-based organisation and values of employees.

Retail chain “IKI” is the second network according to turnover in Lithuania and one of 10 largest organisations in the Baltic States, executing its trade activity for 22 years. Retail chain “IKI” is one of the largest employers in the Baltic States. Total number of shops owned by the network reached 239. Almost 7500 network employees work in Lithuania. The research was performed in 18 trade companies of “Iki” network in Klaipėda city.

Type of the research is quantitative, descriptive with the application of a questionnaire. During direct assessment, the respondents were asked if their values shall correspond to values, assessed by network-based organisation (Tepecy, 2002). Anonymous interview was applied for evaluation of compatibility of values between network-based organisation and personal values of employees, providing close questions. A questionnaire consists of demographic part and six blocks of questions, where respondents were asked to assess values in retail chain “IKI”. Questions were evaluated in the scale of 5 levels (from 1 – totally unimportant, up to 5 – very important).

In order to assess the questionnaire's reliability, SPSS 17.0 version of statistic analysis and data processing program was used for processing of data received during research. Reliability of questionnaire was determined by calculating Cronbach's alpha coefficient. Comparing exploratory groups, scale is sufficiently reliable, when Cronbach's alpha  $> 0,7$ ; very reliable – when Cronbach's alpha  $> 0,8$  (Vaitkevičius, Saudargienė, 2006). It is presented in Table 2.

Table 2. Meaning of Cronbach's alpha

Cronbach's $\alpha$ value	Spearman-Brown's coefficient of increased reliability
0,983	0,984

As Cronbach's alpha value is larger than 0,8, then a questionnaire may be considered as very reliable.

Considering the purpose of the research and tasks raised, *non-probability* selection method of exploratory groups, purposive formation of groups, is provided (Kardelis, 2007). Here researcher involves persons into group under formation, who, according to him, are typical from the point of view of exploratory feature, who are easy to find and who are near (Tydikis (2003). Exploratory groups in small researches often are formed by not fully following contingency principle. Undoubtedly, so formed groups do not totally reflect the whole population. But the results of such researches may be enough reliable, only if the researcher shall not intend to extrapolate them for all population, that is to transform outside limits of exploratory group. Most often groups are selected using such method, by performing exploratory (preliminary) research (Kardelis, 2007).

221 employees (respondents) of retail chain "Iki" from Klaipėda city participated in this questionnaire. There represented different levels of management:

- middle level managers – 7.2 per cent. The group includes managers of the shop – managers, being in the middle of organisation's hierarchy. They are responsible for shift's principals. They shall report to the manager of highest level for their activity and results;
- lowest level managers - 15.4 per cent, i.e. principals of shifts: managers, who directly manage to employees: cashiers – sellers, production employees shall report for their activity and results to the direct manager;
- principals – 77.4, i.e. employees, actions of which are regulated by managers of the lowest level: 4.1 per cent, - chief cashiers; 70 per cent – cashiers – sellers; 1.4 per cent – employees of meat shop; 3.6 per cent – bakery employees; 1.7 per cent - loaders.

### 3. Analysis of the research results

Analysing averages and distribution of total assessments (Fig. 2), it could be noticed that greatest personal preferences of respondents are rendered to economical, physical-aesthetic and moral values. Social, spiritual and occupational values are of less importance (sequence). According to subjective understanding of values cherished in the companies, it could be noticed

that the situation is rather different from block of preferences of personal values. Respondents indicated values belonging to the block of moral values and physical – aesthetic values as mostly consistent in everyday activity of the company. Meanwhile economical and social values are especially relevant for employees and such values were evaluated with lowest grades in subjective assessment of values, cherished by the company. Occupational and spiritual values are not so important for an employee, working in network-based organisation.

One can also see that there is a great enough incongruity between values cherished in network-based organisation and subjectively understandable personal values of employees. However, distribution of blocks of organisational and personal values shall not reflect strength of congruence of values. In order to assess compatibility, it is necessary to calculate averages of total assessments of values' blocks of both scales and to compare them. Table 3 contains assessment results of compatibility of values between network-based organisation and employees.

Figure. 2. Congruence of values of network-based organisation and employees' personal values

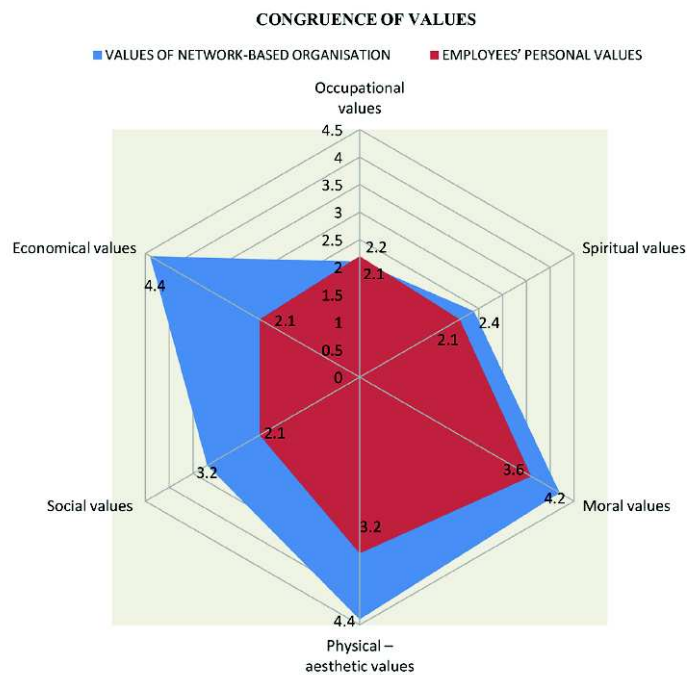


Table 3. Differences of averages of total values of compatibility between values of network-based organisation and employees' personal values

Subscale	Difference of averages	Compatibility (%)
1. Occupational values	0,01	0,8
2. Spiritual values	0,11	9,1
3. Moral values	0,15	12,5
4. Physical – aesthetic values	0,22	18,3
5. Social values	0,22	18,3
6. Economical values	0,49	41,0

Comparing a block of occupational values with the weakest block of economical values, one can see that a difference is high: compatibility of *occupational* values shall only reach 0.8 percent, and it shall allow state that in this area compatibility of values is almost ideal. But incompatibility (incongruence) of block of *economical* values shall reach even 41 percent. It means that incompatibility of employees' economical values with network-based organisation's values shall force back employees' satisfaction with work and orientation to goals of network-based organisation.

Assessments of averages are especially significant for compatibility of values, but averages that were calculated specially for blocks, may partly distort the results. Therefore it is very important to analyse separate statements and their conformity. After all, values shall be dissociated from block of values, assessments of averages shall be analysed both in the scale important for a person and in subjectively understandable scale of values cherished by the company. Therefore it is necessary to determine the most important values of network-based organisation and employees' personal values, that collected most of assessments (total averages) (Table 4).

Table 4. Values of network-based organisation and employees' personal values that collected most of total assessments

Serial No.	Values of network-based organisation		Employees' personal values	
1.	Responsibility	4,394231	Remuneration for performed work	4,709091
2.	Dutifulness	4,389423	Encouragements for good work	4,637615
3.	Quality	4,418269	Physical health	4,605634
4.	Honesty, honest behaviour	4,309179	Social guarantees	4,596330
5.	Reputation of the company	4,361905	Industrial safety	4,576744
6.	Image of the company	4,342857	Support of work supervisor	4,566210
7.	Well organised work	4,277512	Tolerance	4,454976
8.	Transparency, transparent activity	4,275362	Friendly relations at work	4,548387
9.	Social guarantees	4,271429	Responsibility	4,535545
10.	Reliability	4,270531	Dutifulness	4,523585

As one can see from Table 4, according to the assessment of respondents, such values as responsibility, dutifulness, quality, honesty, reputation of the company, image of the company are mostly cherished in network-based organisation. Largest part of them shall depend to spiritual and moral blocks of values. Only one value that is social guarantees, from block of social values fell into 10 of mostly felt values. Whereas, five social and economical values important for employees fell into 10 according to total assessments. It's remuneration for performed work, encouragement for executable work, social guarantees, support of work manager and friendly relationship at work. A very important value for employees was also determined. It's physical health which depends on physical factors. But, no occupational values were mentioned among 10 of the most important values. It shall enforce managers of network-based organisation to think about importance of these professions in social working environment, as changes in the market shall dictate new attitude: employees are being treated as investments; significance of continuous learning is being accented; team work is being evaluated more and more.

Such values were selected according to total averages of values' assessments which shall distinguish by strong congruence (Table 5), and such, which shall distinguish by weakest congruence (Table 6).

Table 5. Strongest compatibility assessments of values between network-based organisation and employees' personal values

No.	Values			Difference of averages	Incongruence
	Title	Organisation's	Personal		
1	Keeping of secrets	4,285024	4,288462	0,003437	0,040075
2	Dissociation from politics	3,517073	3,500000	0,017073	0,199050
3	Procedure rules	4,267943	4,247619	0,020324	0,236944
4	Loyalty to organisation	3,947368	3,921569	0,025800	0,300790
5	Creativity	3,932367	3,904762	0,027605	0,321839
6	Possibility to seek for career	3,855072	3,813397	0,041675	0,485877
7	Importance of values	4,144231	4,095238	0,048993	0,571187
8	Various new challenges	3,845411	3,796209	0,049202	0,573629
9	New ideas	3,956731	4,009524	0,052793	0,615494
10	Image of the company	4,342857	4,267606	0,075252	0,877329

Table 6. Weakest compatibility assessments of values between network-based organisation and employees' personal values

No.	Values			Difference of averages	Incongruence
	Title	Organisation's	Personal		
1.	Remuneration for performed work	4,042453	4,709091	0,666638	7,77208
2.	Encouragements for good work	3,985782	4,637615	0,651833	7,599469

3.	Friendly relations at work	4,076555	4,548387	0,471832	5,500911
4.	Convenient working environment	4,071429	4,516432	0,445003	5,188125
5.	Support of work supervisor	4,174757	4,56621	0,391453	4,563799
6.	Physical health	4,244019	4,605634	0,361615	4,215928
7.	Comfortable working environment	4,142857	4,495327	0,35247	4,109313
8.	Respect for colleagues	4,109524	4,43662	0,327096	3,813487
9.	Social guarantees	4,271429	4,59633	0,324902	3,787905
10.	Awards for loyalty	3,817308	4,134259	0,316952	3,695218

According to data of received researches (Tables 5 and 6), one can see that mostly combined are those values, for which respondents imposed smallest preferences in personal life and by evaluating values, cherished by network-based organisation. Whereas the greatest incompatibility occurs between such values, for which respondents gave greatest preferences in personal life. As in case of analysis of blocks of values, we can see that the greatest incompatibility is between economical and social values. Therefore managers of network-based organisation should pay attention to these values. Especially it is necessary to use immaterial measures for encouragement of employees and apply measures for strengthening loyalty.

When analysing the research results, it was determined that great enough compatibility of values is observed in formal level, which couldn't be said when analysing compatibility of values in accordance with methods defined by scientists. Therefore it should be stated that network-based organisation may survive latent incompatibility of values, as an incongruity between that, what is formally declared and that, what are real personal expectations of employees and how much managers of network-based organisation shall consider to these expectations will occur. Managers shall reach compatibility of values in network-based organisation through self-reflexion of employees.

In summarising empirical research, we shall distinguish the following aspects as the most important:

- first of all, great enough incompatibility between values cherished by network-based organisation and employees' personal values shall exist (large incongruence exists);
- secondly, spiritual and moral values are mostly cherished in network-based organisation. Such values are close to cherishing of social responsibility, whereas social and economical values shall dominate among employees' values;
- thirdly, the following values are considered as congruent in the system of values of network-based organisation: social responsi-

bility, compliance with legislation, dissociation from politics, love for buyers, respect for colleagues, honesty (honest behaviour), transparency (transparent activity), keeping of secrets, positive attitude. However, no occupational values were mentioned as the most important.

Managers of network-based organisation are required to seek that organisation's values and employees' personal values would be as much combined as possible, in such way forming guides of network-based organisations, philosophy and politics, helping employees to understand value of team work and contributing to seeking of company's goals. Therefore practical actions of employees of network-based organisation will be purposeful and give required results, and a profit received in network-based organisation is inevitable result of such activity.

## Conclusions

A necessity in network-based organisations is understandable and possibilities for occurrence and development of new attitude towards increase of organisations' success shall form. Since values shall determine activity of employees and direction of their behaviour, so as much as possible employees should be involved in the process of compatibility of values, whom the managers consider as necessary in this process, as later this would more "inspire", motivate such employees to realise management effects selected at later stages, would remove or reduce a resistance to changes in new direction, since it would correspond to their values. Personalities (leaders), who are able to release and manage artificial processes, which would form new thinking and would combine values in network-based organisation, are necessary. Managers should create situations, that such employees could satisfy their needs of self-expression and relate it with implementation of company's goal.

The research performed in network-based organisation showed that quite great incompatibility between values cherished by organisation and employees' personal values shall exist (great incongruence shall exist). Spiritual and moral values, which are close to cherishing of social responsibility, are mostly cherished in network-based organisation. No occupational values were mentioned in 10 of the most important. Meanwhile, mostly social and economical values shall dominate between employees' personal values. The following values are combined in the system of values of network-based organisation: social responsibility, compliance with legislation, dissociation from politics, love for buyers, respect for colleagues, honesty (honest behaviour), transparency (transparent activity), keeping of secrets, positive at-

titude. For improvement of situation it was offered to apply purposeful politics of education of employees' value-based orientation in network-based organisation, to solve leadership problems and to more increase level of compatibility of values between organisation and employees.

Diagnosis of compatibility of values in network-based organisation is not only a measure, creating regular management system, but also an ideological motive power of all employees, with the help of which network-based organisation shall implement its goals.

## References

1. Berson, Y., Oreg, S., & Dvir, T. (2005), Organizational culture as a mediator of CEO values and organizational performance. Paper accepted for presentation at the 65th Academy of Management annual meeting, Honolulu, Hawaii.
2. Čiburienė, Guščinskienė, (2007), Kultūros vertybės ir žinių visuomenės vystymasis Lietuvoje, Organizacijų vadyba: sisteminiai tyrimai, No. 43, pp. 43-56.
3. Edwards, J.R., Cable, D.A. (2009), The value of value congruence, Journal of Applied Psychology, Vol. 94, No. 3, pp. 654-677.
4. Elfenbein, H.A., O'Reilly, C.A. (2007). Fitting in: the effects of relational demography and person-organization fit on group process and performance, Group & Organization Management, Vol. 32, No. 1, pp. 109-142.
5. Giedraitis A. (2011), Gamybinės įmonės darnus vystymasis per organizacinės kultūros ir darbuotojų vertybių suderinamumą. Management Theory & Studies for Rural Business & Infrastructure Development, Vol. 26, No. 2, pp. 69-75.
6. Ginevičius, R., Sūdžius, R. (2007), Organizacijų teorija, Technika, Vilnius.
7. Goman, C.K. (2007), Taking organizational values into the real world, American Management Association, available online at <http://www.amanet.org>.
8. Glomseth, R., Gottschalk, P., & Hole, A.S. (2010), Professional values in knowledge organization: the case of police district, International Journal of Police Science & Management, Vol. 13. No. 1, pp. 96-97.
9. Hartman, N. (2001), Filosofijos įvadas, Pradai, Vilnius.
10. Hyde, P., Williamson, B. (2000), Choosing and implementing organisational values, Focus on Change Management, No. 68, pp. 10-14.
11. Kardelis, K. (2007), Mokslinių tyrimų metodologija ir metodai, Lucilijus, Šiauliai
12. Knoppen, D., Dolan, S. L., Diez-Pinol, M., & Bell, R. (2006), A triangulation analysis of value congruency in corporate Spain: American dream or Spanish reality? The International Journal of Human Resource Management, Vol. 17, No. 3, pp. 539-558.
13. Kristof-Brown, A., Zimmerman, R., & Johnson, E. (2005), Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization,

- person-group, and person-supervisor fit, *Personnel Psychology*, Vol. 58, No. 2, pp. 281-342.
14. Kuzmickas, B. (2003), *Globalizacija – priklausomybės ir tapatybės, Lietuvos teisės universitetas, Vilnius.*
  15. Kvedaravičius, J. (2006), *Organizacijų vystimosi vadyba, Vytauto Didžiojo universitetas, Kaunas.*
  16. Ledgerwood, J., White, V. (2006), *Transforming microfinance institutions: Providing full financial services to the poor, World Bank, Washington.*
  17. Lusthaus, C., Adrien, M.-H., Anderson, G., Carden, F., & Montalvan, G.P. (2002), *Organizational assessment, Internal-American Development Bank, Washington.*
  18. Martinaitytė, E., Matutis, V. (2012), *Societal innovations for global growth, No. 1(1).*
  19. Monkevičienė Z., Liugailaitė-Radzvickienė, L. (2009), *Organizacijos strategijos ir vertybių sąsaja. Ekonomika ir vadyba, No. 14, pp. 315–322.*
  20. Mureika, J. (2006), *Pajaustos mintys, Spindulys, Vilnius.*
  21. Natarajan, N.K., Nagar, D. (2011), *Induction age, training duration & job performance on organizational commitment & job satisfaction, Indian Journal of Industrial Relations, Vol. 46, pp. 491-497.*
  22. Nekrašas E. (2008), *Filosofijos įvadas. Vilnius: Mokslo enciklopedijų leidykla.*
  23. Palidauskaitė, J. (2004), *Viešojo administravimo profesinių vertybių teoriniai aspektai. Filosofija, sociologija. No.1, pp. 33-38.*
  24. Palidauskaitė, J. (2004 a), *Viešojo administravimo profesinės vertybės, Organizacijų vadyba: sisteminiai tyrimai.*
  25. Palidauskaitė, J. (2007 a), *Viešojo administravimo etika, Technologija, Kaunas.*
  26. Peterson, C., Park, N. (2006), *Character strengths in organizations, Journal of Organizational Behavior, Vol. 27, No. 8, pp. 1149-1154.*
  27. Pruskus V. (2005), *Vertybės rinkoje: sąveika ir pasirinkimas, Vilniaus pedagoginio universiteto leidykla, Vilnius*
  28. Rao, S. (2007), *Safety culture and accident analysis – a socio management approach based on organizational safety social capital, Journal of Hazardous Materials, Vol. 142, No. 3, pp. 730-740.*
  29. Sagnak, M. (2005), *The value congruence levels of principals and teachers at primary schools. Educational Sciences: Theory & Practice, Vol. 5, No. 1, pp. 221-228.*
  30. Sezgin, F. (2006), *Perceptions of elementary school teachers on person–organization value congruence, Educational Administration: Theory & Practice, Vol. 48, pp. 557-583.*
  31. Sorensen, J.B. (2002), *The strength of corporate culture and the reliability of firm performance, Administrative Science Quarterly, Vol. 47, pp. 70-91.*

32. Suslavičius, A. (2006), *Socialinė psichologija*, Vilniaus universitetas.
33. Šimanskienė, L. (2001), Organizacinės kultūros keitimas: problemos, pokyčių vykdymo mechanizmas, *Tiltai* 1 (14), pp. 13-20, Klaipėda.
34. Šimanskienė, L. (2007), Research on organizational and personal values in organizations: The case of Lithuania, in: *Management Horizons: Visions and Challenges Conference*, pp. 399-410, Vytautas Magnus University, Kaunas.
35. Šimanskienė, L. (2008), Organizacinės kultūros poveikis organizacijų valdymui. Vadybos mokslas ir studijos – kaimo verslų ir jų infrastruktūros plėtrai, Vol. 15, No. 4, LŽŪA, Akademija, Kaunas.
36. Šarlauskienė, L. (2011) Dzenbudizmo išvalgų taikymas institucinių pokyčių vadyboje, *Management theory and studies for rural business and infrastructure development*, No. 4 (28).
37. Tidikis, R. (2003), *Socialinių mokslų tyrimų metodologija*, Vilnius.
38. Vaitkevičius, R., Saudargienė, A. (2006), *Statistika su SPSS psichologiniuose tyrimuose*, VDU, Kaunas.
39. Vveinhardt, J., Gulbovaitė, E. (2012a), Asmeninių ir organizacinių vertybių kongruencija: percepcijos aspektai, *Management theory and studies for rural business and infrastructure development*, No. 1 (30), pp. 113-124.
40. Vveinhardt, J., Gulbovaitė, E. (2012b), Asmeninių ir organizacijos vertybių kongruencija: dialogo paieškos, *Jaunųjų mokslininkų darbai*, No. 1 (34), pp. 167-173.
41. Verplanken, B. (2004), Value congruence and job satisfaction among nurses: A human relations perspective, *International Journal of Nursing Studies*, Vol. 41, pp. 599-605.
42. Williams, T. (2006), *Darnaus gyvenimo pamokos*, Dajalita, Kaunas.