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## **Organizational Values and their Influence on Effectiveness and Organizational Culture**

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## **Author's Note**

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## **ABSTRACT**

This research study was carried out at the LFV Group, Swedish Airports and Air Navigation Services (Luftfartsverket). The purpose of the study was to obtain an understanding of where the LFV Group is in present day in relation to their goal of joint organizational values set for 2008. The study also explored the possibility of measuring values in the workplace as well as the potential link between joint organizational values and company effectiveness. Our main method was a questionnaire especially designed by the authors for the LFV Group. Moreover, three interviews with key persons at Arlanda Airport were conducted. The results show that the LFV Group, on several accounts, is close to attaining their objective of common values throughout the organization. The questionnaire used to measure values showed good reliability and validity. Even though, the link is not always transparent; a relation between organizational values and effectiveness has been detected with the support of the theoretical framework.

## INTRODUCTION

All companies strive for a more efficient organization that in turn will lead to increased profit. Companies are constantly confronted by the word “change”, which tends to be very frightening and yet important for organizations to consider. The world changes constantly and therefore, organizations should focus on the importance of flexibility. When the world changes the organizations need to adjust. An example of a company that has changed its organization is Astra Zeneca, which aspires to attain full potential of the individuals working there. Astra Zeneca strives first and foremost to create a better work environment, to ensure opportunity of learning and development, and to create a reward system that benefits and adjusts to the employee’s individual needs ([www.astrazeneca.com](http://www.astrazeneca.com), 04/10/18). A company that has also realized the importance of change within its organization, in search for increased efficiency, is the Swedish Airports and Air Navigation Services (LFV Group, Luftfartsverket). Due to a declining market (because of a downturn in the economy), which suffered greatly after the terrorist attack in the U.S.A the 11<sup>th</sup> of September 2001, the aviation industry has endured a decrease of passengers affecting the economy of the LFV Group negatively. The weakened economy lead the LFV Group to realize a need to adjust their resources to the surrounding world, this adjustment would come to concern security among other things. In 2001 they launched an action, striving for increased earnings, which is expected to continue into the year 2008. The aim of this action is to attain a strategic position which will eventually help the LFV Group secure its ability to fulfill their assignments and reach their organizational goals (Swedish LFV Group Annual Report, 2002). As a part of this action LFV Group is seeking to implement joint work related values which they hope will lead to increased organizational efficiency. In order to ensure efficiency companies have, as stated before, reformed their organizations. Providing staff members with a sense of unity may bring a great deal of the needed success to an organization.

### **The LFV Group and the Aviation Industry**

As mentioned earlier the aviation industry as a whole has experienced a serious decline. The tragedy of September 11th and a downturn in the economy have had serious implications for the aviation business and the LFV Group.

The volume of passengers at the LFV Group airports has decreased with about 15%, or almost four million during the last three years (LFV Group Annual Report, 2003). The aviation market has evolved and today's customers have different demands. It is in the hands of the airlines operating at the LFV Group airports and therefore also the LFV Group to comply with these new expectations. In 2001 the LFV Group initiated a program that would increase their economical results with a billion SEK by 2008. The program initiated would increase company efficiency and thereby influence all employees (LFV Group's Staff Annual Report, 2003). This program has led the LFV Group to reduce the number of employees in order to trim their organization. On the other hand they want to invest in development and flexibility of competence to insure their capability to meet the demands of the surrounding world. The LFV Group wants their organization to have what they call a "+ - 10% marginal" which means that the remaining staff is kept at 4,200 employees as long as the workload stretches within this marginal (Personal communication, HR Strategist in the LFV Group, 04/10/20).

A part of the program, and a goal for the organization as a whole, is that by 2008 all employees will be informed of, and share a new set of joint values arranged by the so called "the 100 group". "The 100 group" consists of the top 100 LFV Group executives (Personal communication, HR Strategist, 04/10/20 & LFV Group Annual Report, 2003).

The joint values are (free translation in English; for Swedish version see appendix 3):

Professional:

- We have business-like behavior
- We are results oriented and make money
- We are responsible with our money
- We are competent
- We are ambassadors for our company

Active:

- We are enthusiastic and see possibilities
- We are energetic and active
- We are a step ahead
- We dare to be different
- We keep our promises
- We have the courage to question

To be responsible:

- We take responsibility for security
- We take responsibility for the environment
- We take personal responsibility
- We are honest and clear
- We support each other

### *Background on the LFV Group*

The Swedish LFV Group, with its headquarters situated in Norrköping, Sweden, operates 19 Swedish airports, the largest being Stockholm-Arlanda, Gothenburg-Landvetter, and Malmö-Sturup. The LFV Group is also responsible for air navigation services in Sweden (LFV Group Annual Report, 2003). The LFV Group's business activities involve among other things the letting of space for restaurants and shops at the airports, parking fees, baggage handling, navigation fees and airport fees. The variation of tasks leads to a multiplicity of job categories stretching from executives to air traffic controllers as well as baggage handlers.

### **Purpose**

The aim of this study is to gain insight in where the LFV Group is today in accordance to the goal of joint values set for 2008. It is also vital to explore the possibility to measure values. Moreover, the study is focused on the existence of a potential link between joint organizational values and an increase of effectiveness and a development of the organizational culture.

## THEORETICAL FRAMEWORK

In order to understand organizations, one has to understand the culture within the organization and in order to understand organizational culture; one has to be able to define it. For the purpose of this study, organizational culture can be defined as a system of common beliefs and values that develop within an organization and helps lead the behavior of its members. This includes routines, norms, central values, and communication. There are on going discussions concerning whether it is difficult to change an organization's culture or not. Many theories and affirmations suggest that change can be accomplished if the proper tools are used. However, there are contradictions to whether change is in any way feasible.

### **Organizational Culture and Values**

#### *Schein and the Three Levels of Culture*

Schein (1985) suggests that an organization's culture develops to help it to cope with its environment and in order to change an organization one has to define and evaluate it. Schein (1985) argues that many of the problems confronting leaders can be referred to their inability to analyze and evaluate organizational cultures. Many leaders, when trying to implement new strategies or a strategic plan leading to a new goal, will notice that their strategies will fail if they are inconsistent with the organization's culture. Schein (1985) claims that there are three levels of characteristics that a culture must consist of.

The three levels are:

- behavior and artifacts
- values
- basic assumptions

The most visible level is behavior and artifacts. This consists of what one can observe, hear and feel (Schein, 1985). This level is made up of behavioral patterns, clothing, and level of technology utilized. All may be visible displays of culture, but difficult to interpret. The next level is values, which is the most relevant area within this study.

Values both generate and to a large extent determine behavior, but they are not directly observable, as behaviors are (Schein, 1985). Values are considered a sign of culture for our own values are embedded in the organization. However, a successful leader will influence the group to accept joint values. The third level is the level of basic assumptions. Schein (1985) argues that fundamental assumptions grow out of values until they become so inculcated that they later form a pattern. These levels are what define a culture, and as stated some are evident and some are less evident. Therefore, it makes it very difficult to interpret. To understand these three levels, is to understand the culture according to Schein (1985).

### *Argyris and Schön*

Argyris and Schön's (1978) central work is the theory of action. The theories of action propose that individuals associate their thoughts with their actions. Argyris and Schön (1978) divide the theories into two types, theories-in-use and espoused theory. The espoused theory is what values employees say they have and believe and they are conscious of. These values are often used in an organizations formulated goals, leadership values, and visions. Theories-in-use are the theories of action implied by our behavior; they are more likely to be unknown to us meaning they are the models, theories, and values that lie behind the employee's actions. Theories-in-use can for example be described through organization rewards, both formally and informally, and through the employee's behavior, ceremonies, and rituals (Argyris & Schön, 1978). Moreover, the espoused theory goes hand in hand with the theories-in-use. Therefore, it is quite problematic to map values in an organization, for with help of interviews and questionnaires one is confronted with the espoused values of every employee rather than with the theories-in-use. The two are frequently inconsistent (Bang, 1999).

Argyris and Schön (1978) describe two processes through which organizational learning can be achieved, namely single-loop and double-loop learning. These incorporate respectively the capacities for organizational members to detect and correct errors when responding to changes in the organizational environment and the capacity to reflect and resolve organizational norms that do not fit. Single-loop learning consists of maintaining the organization in balance, namely by correcting errors in relation to a consistent goal or an organizational theory-in-use (Rollinson, Broadfield, & Edwards, 1998).



One could refer this to the LFV Group's + -10% marginal, the LFV Group has this as an unchangeable goal, and therefore members of the LFV Group have to achieve this marginal to attain consistency.

If there is an error according to Argyris and Schön (1978), members have to detect and correct it, this can only be possible if the organization has the same theory-in-use. Strategies or assumptions are modified, in turn, to keep organizational performance within the range set by existing organizational values and norms, keeping an organization effective. However, if employees do not have the same organizational values this may lead to failure in organizational learning as well as for the organization.

Double-loop learning is quite different from the single-loop learning. Double-loop learning consists of being aware that there is an underlying problem and that the change in the values of theory-in-use, as well as in its strategies and assumptions, may lead to success. When, for example, an organization has already tried the single-loop approach and realizes that the problem cannot be solved using the same theory-in-use, they later progress to the double-loop learning which is re-evaluating the organization's goals or objectives by contemplating whether values and norms strengthen the organization. According to Argyris and Schön (1978, in Rollinson, Broadfield, & Edwards, 1998) one has to consider that it will most likely come to change the whole organizational culture (Rollinson, Broadfield, & Edwards, 1998). Double-loop learning is understandably harder to achieve, for one is taking the organization to a different level rather than just using the same values and goals to take the organization to its full potential. Values and norms are changed by discussing what is better for the organization as well as what will lead to effectiveness (Argyris & Schön, 1978). However, this can cause a great deal of disagreement within the organization.

## **Organizational Culture as a Way of Gaining Success**

*Cameron and Quinn*

Cameron and Quinn (1999) state that most companies that are highly successful, are this due to their organizational culture. They discuss that companies like Coca Cola or McDonalds are not successful owing to their market force but more to do with organizational values they have acquired (Cameron & Quinn, 1999). Most of these organizations have a unique culture that is distinguished from other organizations.

Cameron and Quinn (1999) do not suggest that the markets, where these companies are active, are irrelevant, but they claim that their success is mainly due to the development and management of the organizational culture. It has been established that culture plays a significant role when striving to insure long-term organizational effectiveness. It is also vital that all companies develop a strategy of change before initiating or implementing any initiatives, which are aimed at transforming the organization.

Although Cameron and Quinn (1999) are positive when concerning change within an organization, they claim that without change in the behavior of organizational members the change can become quite complicated and frustrating. When the organizational change is introduced it is important that individuals in the organization emphasize and are consistent with the new cultural values. If individuals are not willing to engage in the new behaviors the organizational culture will not change.

However as stated above, Cameron and Quinn are very perseverant concerning change within an organization, they believe an organization can change and does with the right instruments. According to Trice and Beyer (1993, in Cameron & Quinn, 1999), most researchers have understood the importance of culture within an organization, claiming that it has a powerful effect on performance and on long term effectiveness (Cameron & Quinn, 1999).

### *Deal and Kennedy*

During the 1980s the interest in corporate culture “boomed”. This period of organizational research and management philosophy was according to Alvesson (2001), influenced by an overstated view on corporate culture as a universal tool, which is instrumental in gaining competitive power and business excellence. Two of the most influential writers from this period are Terrence E. Deal and Allan A. Kennedy, whose work is still frequently mentioned, in contemporary literature on the subject.

Deal and Kennedy (1985) state that organizational culture affects almost everything in a company such as promotions and decision making in general, thus they conclude that culture is a great part of gaining success. Deal and Kennedy (1985) have chosen to focus their studies on what they call “strong cultures” in which all members of an organization understand company goals and work together to achieve them. They define “strong cultures” by a number of cultural factors: business culture, values, heroes, rites and rituals, and cultural networks. To succeed in an organization one has to accomplish certain activities skillfully. The activities are related to the organizational business environment, for example if one is in the business of selling cars it is crucial for the organizations survival to excel in selling skills and activities. Thus, business environment is a significant mean in creating and forming a business culture, which will support and enhance organizational success. Deal and Kennedy (1985) view values as the core of organizational culture. Values define success in concrete terms “if you behave like this, success will follow”, and help manifest performance norms which guide all members of the organization in their everyday work. Thus, values, as a part of a strong culture, also have the ability to decrease a great deal of employee insecurity.

Based on their view on values as a guiding-tool, Deal and Kennedy (1985) believe that success often stems from the employee’s ability to identify, handle and act according to the values present in their organization. Since Deal and Kennedy (1985) see firmly established values as an obvious source of company and organizational strength they hold the opinion that the process of formulating and reinforcing values is one of management’s most important tasks.

In order to build a strong culture, management has to be convinced that they can believe in, act according to, and support the goals and values that they wish to set up. Every contradiction or failure in this context might come to undermine the strength of the sought culture (Deal & Kennedy, 1985).

Values are influential when, and because, organizational members care about them. Unfortunately this strength can also become a problem. If management decides to create or reinforce values within their organization they have to understand the consequences and risks accompanied by this initiative. When an organization possesses a powerful value system, there exists a risk of it becoming out-of-date. Economical conditions change while the same values continue to direct behavior even though they no longer have the ability to contribute to success. When this situation occurs it is hard to accomplish a change in deeply rooted organizational values (Deal & Kennedy, 1985).

As mentioned earlier, Deal and Kennedy (1985) believe that “heroes” are a part of a strong culture. Heroes are portrayed as people who personify the existing values in a culture. They are concrete role models, which other employees should strive to live up to. According to Deal and Kennedy (1985) strong corporate cultures have many heroes. Rites and rituals are an organization’s systematic and programmed routines. Organizations with strong cultures go out of their way to introduce and explain routines and rituals which all employees are expected to comply to. The cultural network is the informal and main means of communication in an organization. It serves as the messenger of organizational values (Deal & Kennedy, 1985).

Organizations that have created an identity through the formulation of relevant values, forming of heroes, explanation of rites and rituals as well as realizing the importance of a cultural network is, according to Deal and Kennedy (1985) truly superior.

As discussed earlier, in the context of values as a part of a strong culture, management has to realize the strength of an established culture. When the need for evolution appears, organizational leaders have to be patient and prepared to work hard. They have to ease any resistance stemming from the security offered by the former, but no longer functional, culture. This process takes time but it is vital to let all employees adjust to the change.

Culture, as it functions, works as a protector of itself in status quo but when conditions alter it can become necessary for a company to change in order to survive (Deal & Kennedy, 1985).

Weak cultures lack all, or some, of the characteristics that contribute to a strong and successful culture. Any culture, weak or strong, has a great influence on every part of an organization. This is why, according to Deal and Kennedy (1985) every organization should strive for a strong culture. Deal and Kennedy (1985) believe that all organizations can achieve a strong culture, but in order to do so organizational leaders have to gain insight in, and be able to understand the existing culture.

### **Culture as Manageable or Highly Resistant to Change**

Rollinson, Edwards, and Broadfield (1998) mark that if it is accepted that culture does have a substantial effect on the success of an organization, managers have a great interest in being able to influence culture. Organizational management literature, as seen above, suggests different strategies through which culture can be managed and changed. However, to regard these strategies as systematic ways of modifying organizational culture there is an implicit need to assume that culture is a property, like structure and other parts of an organization, which is under management control. This is the belief of cultural pragmatists where as cultural purists argue that culture is fundamental and deep-rooted and highly resistant to manipulation. Cultural purists also claim that even though management can accomplish cosmetic changes concerning organizational culture their strategic efforts will not reach or modify the deeper values present in all organizations (Rollinson, Edwards & Broadfield, 1998).

#### *Alvesson on Organizational Culture and Contemporary Research*

Alvesson (1993) classifies the contemporary literature on the relevance of organizational culture to corporate performance in a similar way as Rollinson, Edwards and Broadfield (1998), namely in terms of the degree to which instrumental values prevail. He means that the most instrumentally oriented authors, such as Deal and Kennedy, conceive culture, including norms, values, beliefs, and behavioral styles of employees, as a “building block” in organizational design, a subsystem, well defined from other parts of the organization.

The proponents of this view often admit culture to be difficult to master but believe it in principle to be no different from other parts or systems in the organization in terms of management and control (Alvesson, 1993).

A great deal of the research conducted in the area of corporate culture is dominated by a limited number of factors, such as values and ideas, which are seen as manageable and directly related to effectiveness and results (Alvesson, 2001). Alvesson (2001) means that a fundamental problem in what is written about management today is that it is marked by an eagerness to demonstrate the great potential of organizational culture. According to Alvesson (2001) this leads to a simplified distinction between good and bad values and a trivialization of culture, as well as an overstated view on the impact of organizational leaders on cultural phenomena. That organizational culture is presented only as a mean to an end, which has certain specified parts that are useful and which should be emphasized. It means that some factors, which are hard to immediately recognize as enhancing effectiveness, get left behind. Alvesson (2001) mentions gender aspects and ethics as examples of factors that are easily forgotten when organizational culture is discussed.

Alvesson (2001) states that even though many organizations emphasize corporate culture, there is a lack of a deeper understanding of how people and organizations function culturally. Alvesson (2001) goes on by saying that culture is as important and complex as it is difficult to understand and utilize in a meaningful way and that it is often very difficult to reach the kind of cultural awareness that would be instrumental in directing and controlling organizational behavior. This is why, according to Alvesson (2001), it is unfortunate that a large part of today's management literature is dominated by the interest in what he calls simplified "packaged solutions".

As stated above, Alvesson (2001) holds the opinion that most of the research conducted in order to improve corporate management does not succeed in describing organizational culture in a way that does it justice. Instead, Alvesson (2001) claims that what makes organizational culture a competing strength is its complexity and the "hard to see, and reach factors". This should motivate an increased interest in the complexity of culture but unfortunately Alvesson (2001) means that even such well-recognized researchers as Schein struggles with a shallow image of organizational culture and its elements.

According to Alvesson (2001) Schein tries to define culture on a deeper level, but fails to demonstrate the complexity when using empirical material which only illustrates more accessible factors of organizational culture such as artifacts.

### *Alvesson on Organizational Culture and its Functions*

Alvesson (1993) states that before assuming that culture is, or could be useful for managerial purposes it is important to distinguish among its various functions which may conflict. Alvesson (1993) mentions critical reflection and learning, consensus that facilitates control, coordinated action and reduction of anxiety as possible positive aspects of an organizational culture but also recognizes that all these good things might not be attainable at the same time. Alvesson (1993) also brings attention to the probability of contradictory interests of different professions, and divisions working in the same organization. It is valid to assume that these groups may hold different views on what is good, important and appropriate. It would in fact, according to Alvesson (1993), be peculiar if CEOs, typists, factory workers and engineers shared joint values and norms and formed their behavior according to them in similar ways. Alvesson (1993) bases his argument on the belief that norms and values can not be abstracted from other things in the organization since work norms and values probably are closely tied to circumstances in the workplace rather than being organization-wide. The kind of job, the reward structure and employee demographics are probably significant factors when forming work related norms. Alvesson (1993) further states that “division of labor is the cornerstone of the modern corporation, and norms that opposed rather than reflected diversity would not necessarily make it more efficient” (Alvesson, 1993, p. 33). Thus, probably less is achieved through homogeneity, organization-wide behavioral norms, than through a shared feeling of identification, mutual understanding and community (Alvesson, 1993). This being said, Alvesson (2001) also believes that the sharing of certain ideas, conceptions and interpretations, is necessary for all organized work. A mutual understanding of this sort facilitates collaboration within the organization and helps prevent uncertainty among employees and time consuming interpretation processes of actions etc.

Alvesson (2001) marks that culture is of great importance for the function of all organizations. It influences all aspects of a company such as strategic change, leadership and customer relationships. Even companies that do not acknowledge cultural issues are deeply affected by them since the way organizational members feel, think, value and react to ideas, views and conceptions, are culturally conditioned. Thus, the importance of culture does not weaken because managers feel that this dimension of organization is too vague or complicated. Through their actions and behavior in general, company leaders accentuate what is important and meaningful within their organization and thereby its culture. Alvesson (2001) also notes that many companies have a tendency not to pay attention to cultural issues until they find themselves in a situation that demands change.

#### *Alvesson on Organizational Culture and Management*

Corporate leaders have a substantial role in striving to direct all organizational member's ideas and conceptions (Alvesson, 2001). Even in the more technical parts of a company such as information systems and also when dealing with customers and market issues, Alvesson (2001) acknowledges the importance of similar assumptions and concepts, throughout the company, concerning these business elements. At the same time Alvesson (2001) claims that it is important for leaders to appreciate the heterogeneity of ideas and values in an organization since they can function as a base for effective decision making. Thus, management should try to resist the temptation of forcing their own values and beliefs on all employees and attempt to find a balance where existing organizational culture facilitates everyday work.

Insight and reflection, stimulated by thinking "culturally" can be useful when it comes to getting people to act in a way that will promote company effectiveness, but also when it comes to maintaining, in relation to the dominating ideology, independent and maybe conflicting views. Alvesson (2001) says that it is crucial to encourage a critical examination of prevalent values and assumptions within both professions and organizations.



Alvesson (1993) holds the opinion that, in contrary to what some organizational researchers believe, interviews with top managers, in order to map out the corporate culture of a company, is not an appropriate measure. With this approach one will only gain an understanding of “managerial ideology” and not an insight of the true company culture in all its complexity and variation (Alvesson, 1993). This being said, Alvesson (2001) still recognizes that there is an influence over concepts and values that can be assigned to management (Alvesson, 2001).

### *Difficulties Concerning Management Implementation of Values*

Bang (1999) states that by letting the management develop a program of values that they wish will influence and dominate their organization, many companies try to control organizational culture. These values created by management are then often written down on a nice piece of paper and handed out to all organizational members. This is, according to Bang (1999) a classic example of values which in no way have to possess the impact on employee’s everyday work, intended by management. Instead, Bang (1999) means that this way of approaching culture is too shallow and he agrees with Alvesson (1993) in that the process in which people commit to values are far more complicated. Bang (1999) goes on by saying that the initiative to introduce new values created by management can lead to an increased resistance among employees to work and commit to organizational culture. Bang (1999) suggests that companies instead should set their focus on identifying and determine suitability of the values already existing in the organization, the surviving values. If appropriate for corporate goals these familiar values can be an asset to management (Bang, 1999).

As stated above, if it is decided that new values should be introduced in the organization, it is important that management does more than just present them. To assure that the new joint values become a part of culture it is vital for organizational leaders to express them in specific and distinct action. They have to demonstrate their own commitment to the values and carry out rewards and punishment to direct employee behavior accordingly.

### *Alvesson on Organizational Change*

Alvesson (2001) means that intended and systematic organizational change is a difficult project for a company to take on and that the chances for planned change to succeed are slim. As written above, Alvesson (2001) is critical of today's management literature, which he feels often has an unrealistic, positive view of organizational phenomena.

A culture, which is shared of a large group of people, such as organizational culture, can in fact have a negative effect on the possibility for leaders to direct or at least influence peoples' thoughts and actions. The fact that most cultures are varied and that people within them have different points of identification because of profession, educational backgrounds and so on also make systematic change complex and difficult (Alvesson, 2001). Some leaders also lack the ability to see themselves as a part of corporate culture. When dealing with cultural change as a way of revitalizing business, management often talks about changing "it" (the culture) or "them" (company employees) but fail to recognize their own involvement in the organizational culture (Alvesson, 2001). Alvesson (2001) also suggests that managers should focus their attention on a more simple way of approaching and trying to modify employee ideas, values and conceptions such as in everyday interactions.

When taking on the challenge of intended cultural change, like an implementation of a new value system, Alvesson (2001) states that persistence and skillfulness is of vital significance. This could be hard to achieve since top managers often leave their positions after only a few years and the successor may have other ideas, visions and values which he/she wishes to work with in the organization (Alvesson, 2001). To succeed with a transformation of organizational culture there is also a great need for receptiveness from organizational members concerning new ideas, values and conceptions.

### **Organizational Culture and Effectiveness**

#### *The Empirical Link between Culture and Organizational Performance*

According to Alvesson (2001) it has been problematic to ensure a clear empirical link between culture and organizational performance.

Denison, Haaland and Goelzer (2004) offer one explanation for this when stating that the research link between organizational culture and effectiveness is limited because of lack of agreement on suitable measures of effectiveness. This does not necessarily mean that a link does not exist. Alvesson (1993; 2001) means that it is common sense to assume that corporate or organizational culture will have an impact on actions taken in an organization and that this in turn will lead to an influence on corporate financial results. This being said, Alvesson (1993) draws the general conclusion that “the idea of culture very often promises more than it delivers” in regard to organizational culture as a facilitator of performance (Alvesson, 1993, p. 42).

#### *A Model for Understanding the Impact of Organizational Culture on Effectiveness*

In the article “Corporate culture and Organizational Effectiveness: Is Asia different from the rest of the world” (Denison, Haaland, & Goelzer, 2004) a model created by Denison in an earlier study, is used to present links between organizational culture and effectiveness. The purpose of the model was to facilitate the understanding of the impact of organizational culture on organizational effectiveness. The Denison model is based on four cultural traits, mission, consistency, adaptability, and involvement, while resting on the supposition of organization unique underlying assumptions (Denison, Haaland, & Goelzer, 2004).

The research conducted on the model found that the traits of mission and consistency within an organization were the best predictors of profitability while involvement and adaptability were the best predictors of innovation and the traits of adaptability and mission were the greatest predictors of sales growth (Denison, Haaland, & Goelzer, 2004). As mentioned above effective organizations possess four cultural traits which constitutes the base of the Denison model. These traits will be described briefly below.

The trait “involvement” incorporates effective organization’s ability to empower their people, their usage of teams and their capability to develop human capacity at all levels.

When “involvement” exists in an organization all organizational members are committed to their work and feel a part of the organization. Organizational members also experience themselves to have at least some input into decisions that affect their work and have a sense that their work is connected to organizational goals (Denison, Haaland & Goelzer, 2004).

The trait “consistency” refers to the tendency of effective organizations to have “strong” cultures that are highly consistent, coordinated and integrated. In these organizations behavior is firmly established in a set of core values and all organizational members have the capacity to compromise and reach agreement even in situations where the parties hold different points of view. A high degree of conformity and what Denison, Haaland, and Goelzer (2004) call “a common mindset” is the result of the stability and internal integration that is “consistency”. Well integrated organizations can be more difficult to change. This is due to that internal integration and external adaptation often can be hard to combine. Adaptable organizations learn from their mistakes, they take risks and are used to creating change in order to satisfy their customers. The fourth cultural trait in the Denison model is “mission”. According to the model all successful organizations have a clear sense of purpose and organizational goals. Success also stems from a distinct and expressed vision of where the organization is headed. The organizational mission is powerful and when it changes, changes also take place in other aspects of the organizational culture (Denison, Haaland, & Goelzer, 2004).

The main focus of the model is the contradiction between attaining both internal integration and external adaptation. Organizations that are market-focused often have problems with internal integration while organizations that are signified by conformity and integration usually find it difficult to adapt to the surrounding environment. In a similar way organizations with a great deal of participation can have difficulty establishing a clear direction. The conclusion is that effective organizations have the capability to resolve these contradictions in a satisfying way (Denison, Haaland & Goelzer, 2004).

## METHOD

One of the aims of this research is to measure the LFV Group's present position on organizational values. This was done by designing a questionnaire with reference to the values the LFV Group has developed but has not yet implemented (see appendix 3). The questionnaire was used to try to measure values, and to assess if it is in fact possible to do so.

### *Participants*

There are a total of 4, 200 employees working in the LFV Group. It is important to state that because of it becoming an independent authority in January 2005; the Aviation Safety Department will not be included in the study. The questionnaire was supplemented with interviews with key persons from the Arlanda Airport in Stockholm, Sweden. The reason for interviewing employees at Arlanda Airport was to gain insight in their organization since they have already implemented their own set of joint values. The interviews supplemented information on the process of implementing organizational values. In order to conclude the study, a theoretical framework was used to investigate the correlation between organizational culture and values and effectiveness.

### *Questionnaire and Interview*

To measure values, a questionnaire has been designed with demographic questions and 20 value-related statements (see appendix 1). The questionnaire was designed with reference to the LFV Group set of joint values. The statements are a reflection of the values that are going to be implemented, and were formulated accordingly. The questionnaire was divided into two different sections. The first section was on "employer of choice", designed by Knutsson & Malmros (2005) whereas the second section was the questionnaire designed for this study. Each individual had to evaluate the statements on a five step Likert Scale. The scale goes from "strongly agree" to "strongly disagree." The individuals had to mark only one alternative. To supplement the questionnaire, it was decided that three interviews, with semi-structured questions, would be performed at Arlanda Airport, Stockholm, Sweden (see appendix 2). The choice to interview Arlanda's staff was because they have already implemented their own set of values, which will complemented with the new values the LFV Group has developed.

## *Procedure*

The questionnaire went out to 330 randomly selected LFV Group employees by means of the LFV Group Intranet. In the first trial 04/12/01, 200 people were randomly selected. The deadline was 04/12/08 with a reminder 04/12/06. Due to poor response frequency, another 130 questionnaires were sent out 04/12/07 with the same deadline 04/12/08. There was an extension of time to respond until 04/12/14 and all respondents got an extra reminder on the 04/12/13. In conclusion 330 individuals received the questionnaire; in the first trial 200 were selected and in the second trial 130 were selected. It turned out that 20 of those were unable to answer, leaving 310 valid questionnaires. The first 200 employees had 14 days and the other 130 had 8 days to respond. Out of the 310 individuals that were selected, 135 employees responded resulting in a 43% response frequency. If one should include the additional 20 individuals that could not answer, the response frequency would be 41%.

As well as questionnaires, three face-to-face interviews were done with key persons at Arlanda Airport in Stockholm. The interviews were semi-structured questions (see appendix 2). Our LFV Group contact person selected three individuals that worked within different areas within the LFV Group at Arlanda. The first interview was done with the Manager of Business Telecom for the LFV Group, our second interview with the Project leader for the implementation of the values in Arlanda Airport, and the last interview was performed via telephone with the Manager of Human Resources for Division Stockholm. All interviews took a different amount of time mainly because of the diverse areas of expertise. The first interview took approximately 40 minutes, the second interview took approximately 1 hour and 30 minutes, and the last interview done via telephone took approximately 25 minutes.

## RESULTS

### Questionnaire

#### *Sex*

For sex distribution see table 1.

Table 1. *Number of answers in frequency and percent for sex*

<b>Sex</b>	<b>Number</b>	<b>Percent</b>
Male	83	61,5
Female	51	37,8
Total	134	99,3
Missing answers	1	0,7
Total	135	100

#### *Education*

For the distribution of education see table 2.

Table 2. *Number of answers in frequency and percent for education*

<b>Education background</b>	<b>Number</b>	<b>Percent</b>
Elementary & Middle School	5	3,7
High School	47	34,8
Education at a higher level	82	60,7
Total	134	99,3
Missing answers	1	0,7
Total	135	100

## *Age*

For the distribution of age see table 3.

Table 3. *Number of answers in frequency and percent for age*

<b>Age</b>	<b>Number</b>	<b>Percent</b>
- 24	3	2,2
25 - 35	34	25,2
36 - 45	37	27,4
46 – 55	40	29,6
56 -	21	15,6
Total	135	100
Missing answers	0	0
Total	135	100

## *Employment Time*

For the distribution of employment time see table 4.

Table 4. *Number of answers in frequency and percent for employment time*

<b>Employment time</b>	<b>Number</b>	<b>Percent</b>
Shorter than 1 year	6	4,4
1 – 5 years	29	21,5
6 – 10 years	25	18,5
11 – 20 years	19	14,1
16 – 20 years	15	11,1
Longer than 20 years	40	29,6
Total	134	99,3
Missing answers	1	0,7
Total	135	100

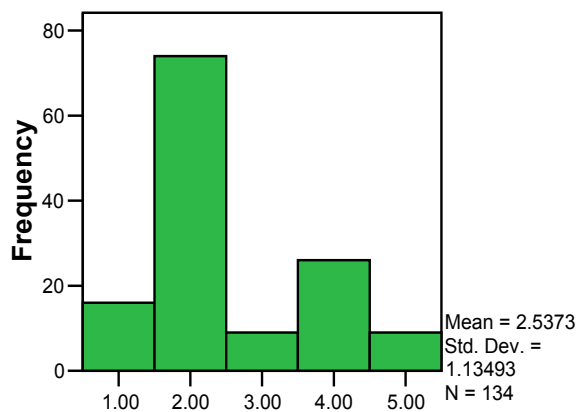


## The Structure of Questionnaire Answers

Below follows a presentation of the structure of questionnaire answers. The histograms will be organized according to the three core values designed by the LFV group, professional, active and to be responsible. The y-axis displays the frequency of responses in relation to the different answer alternatives on the x-axis. 1=strongly agree, 2=partially agree, 3=do not know/undecided, 4=agree to a certain extent and 5=strongly disagree. To the right side of every figure the mean, standard deviation and number of respondents, are presented.

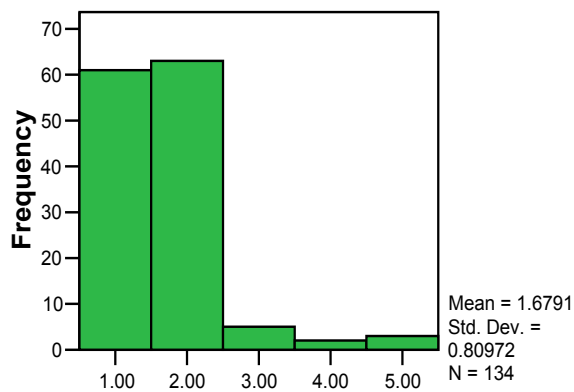
### *Professional*

**Statement 18-** *“My competence is utilized in the company”.*



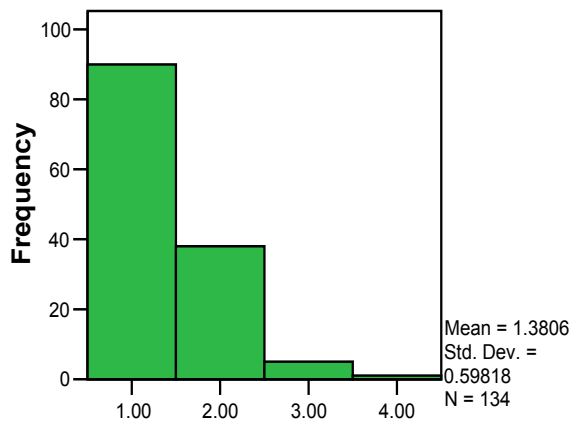
*Figure 1.* Structure of answers for statement 18. This figure clearly states that most of the employees answered partially agree, the mean being 2,54.

**Statement 19-** “I believe that I have the competence to do my job well”.



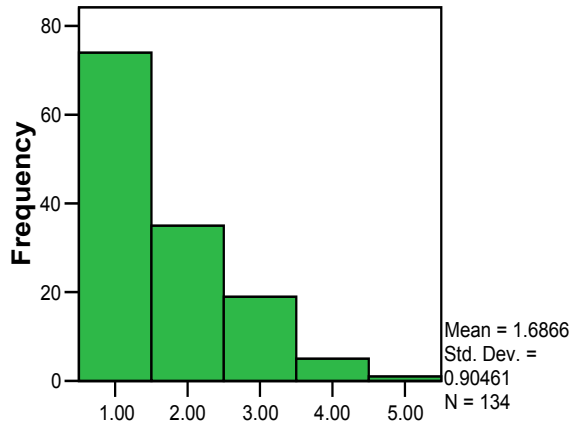
*Figure 2.* Structure of answers for statement 19. This figure shows that most employees in the LFV Group feel that they have the competence to do their job well.

**Statement 20-** “In order to manage my job assignments, flexibility is required”.



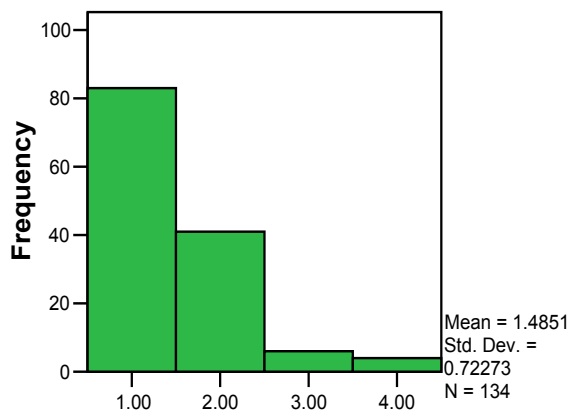
*Figure 3.* Structure of answers for statement 20. In this figure there were no individuals that answered strongly disagree, most employees believe that in order to manage their job assignments flexibility is required.

**Statement 21-** *“It is important, as an employee for the LFV Group to convey a positive picture of the company”.*



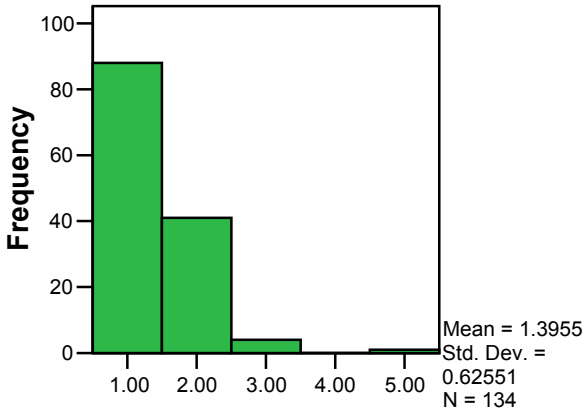
*Figure 4.* Structure of answers for statement 21. This figure has a clear inclination to left side of the scale. Most do think it is important to convey a positive picture of the company.

**Statement 22-** *“I see my job as a lead to satisfy the LFV Group’s customers”.*



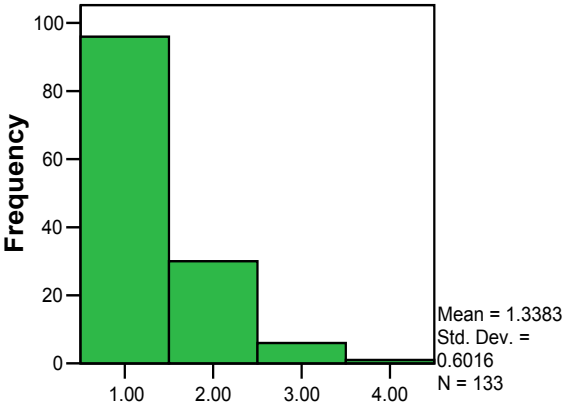
*Figure 5.* Structure of answers for statement 22. As seen above, no employee answered strongly disagree, having a positive mean value of 1,49.

**Statement 23-** *“It is important for the company to succeed and make money”.*



*Figure 6.* Structure of answers for statement 23. This figure shows that LFV Group employees do think it is important for the company to succeed and make money. As presented there were no individuals that answered agree to a certain extent, and very few who answered strongly disagree.

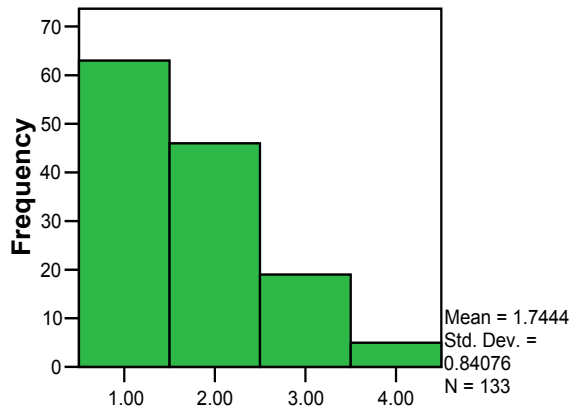
**Statement 24-** *“I feel it is important to be economically sensible with the LFV Group’s money”.*



*Figure 7.* Structure of answers for statement 24. Most employees answered to the left side of the scale, as seen previously there were no individuals that answered strongly disagree, the mean of this spread of answers is 1,34.

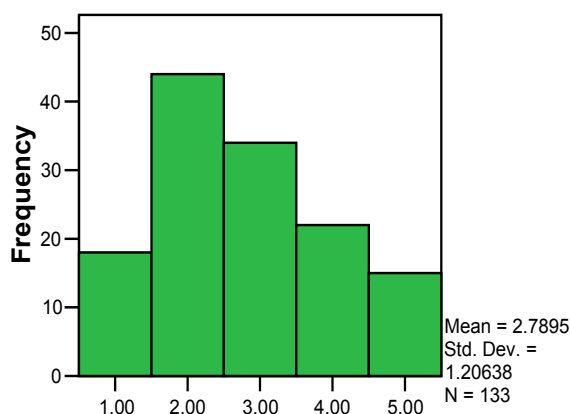
Active

**Statement 25-** *“I feel it is important that with help of personal goals contribute to the results that are required in my job”.*



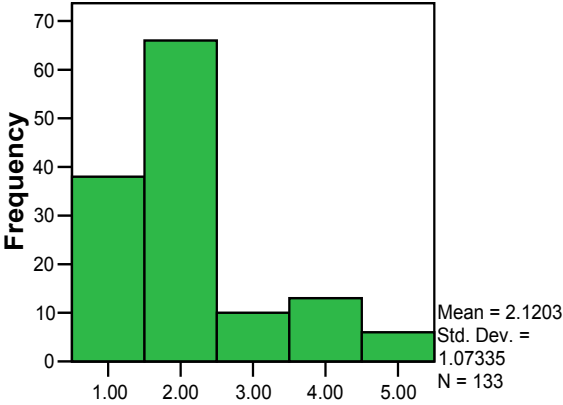
*Figure 8.* Structure of answers for statement 25. In this figure most of the employees answered strongly agree and partially agree, and no one answered strongly disagree meaning that most feel it is important that with help of personal goals contribute to the results that is required in their job.

**Statement 26-** *“I believe the LFV Group to be, a company that has the future in mind”.*



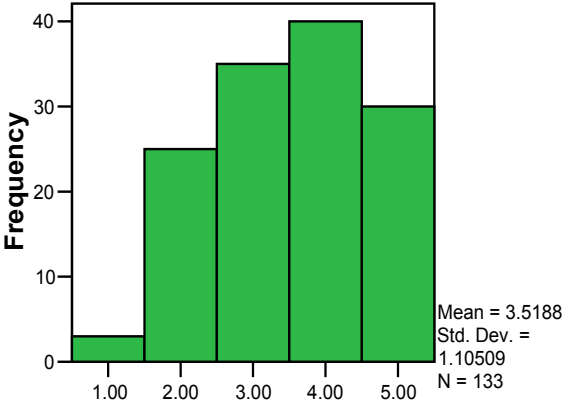
*Figure 9.* Structure of answers for statement 26. This figure shows that the concentration of answers are in the middle of the scale; however, most did answer partially agree.

**Statement 27-** *“In my job I have the opportunity to take initiatives”*.



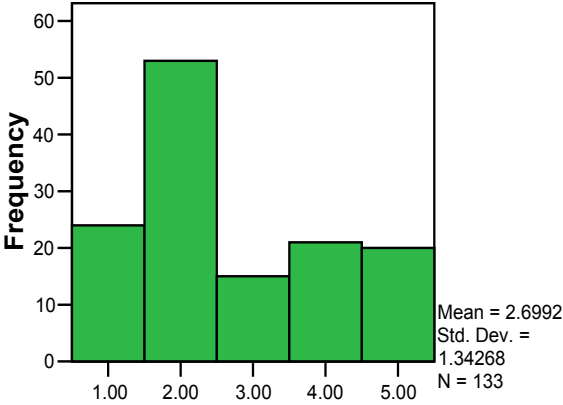
*Figure 10.* Structure of answers for statement 27. Most feel that they do have the opportunity to take initiatives in their job, most of the answers were strongly agree and partially agree.

**Statement 28-** *“The LFV Group can today be portrayed as positive and enthusiastic”*.



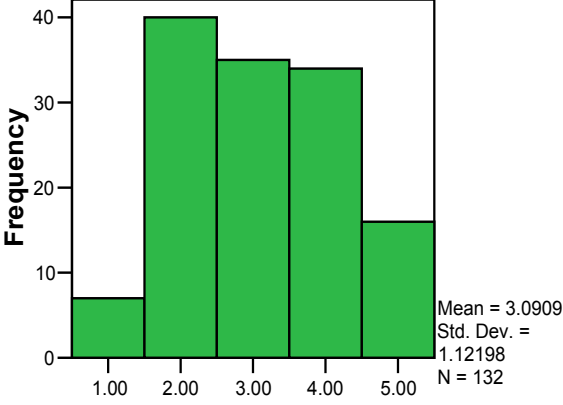
*Figure 11.* Structure of answers for statement 28. This figure shows a negative curve, having the highest answer frequency on agree to a certain extent. Employees do not feel that the LFV Group can today be portrayed as positive and enthusiastic.

**Statement 29-** “I feel that in my job one has the courage to question”.



*Figure 12.* Structure of answers for statement 29. This figure shows that most employees answered partially agree; however, one can also see that the other alternatives are relatively equally distributed.

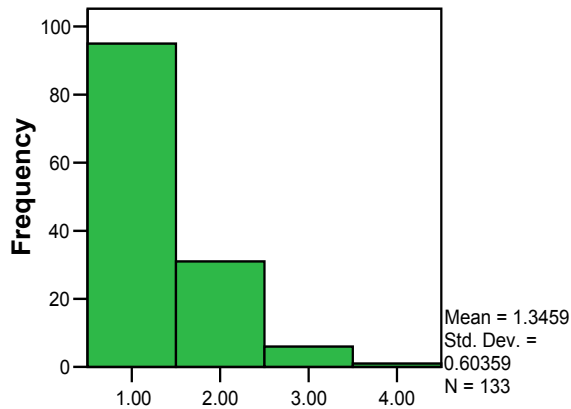
**Statement 30-** “At the LFV Group we keep the promises we have made”.



*Figure 13.* Structure of answers for statement 30. The focus of answers is mainly in the middle of the scale, and the lowest answer frequency is strongly agree, meaning that the employees do not feel that LFV Group keeps the promises have made.

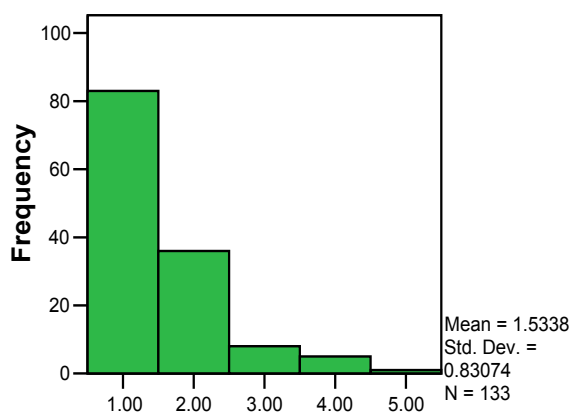
*To be Responsible*

**Statement 31-** *“We as employees should always contribute and take responsibility for the security in the work environment”.*



*Figure 14.* Structure of answers for statement 31. The main frequency of answers are strongly agree, and there were no answers on option of strongly disagree.

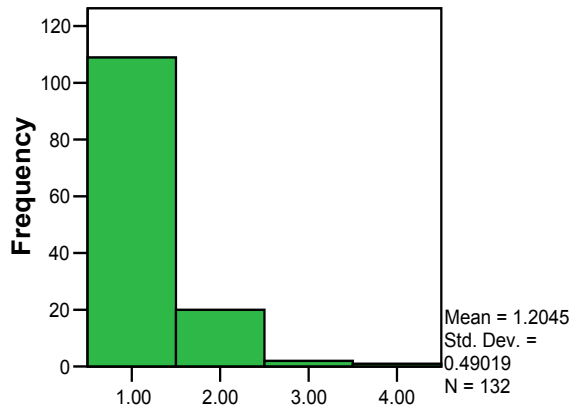
**Statement 32-** *“I feel it is important that we as employees take environmental responsibility in our work”.*



*Figure 15.* Structure of answers for statement 32. There were very few that answered to the right side of the scale, most employees feel it is important that one takes environmental responsibility in their work.

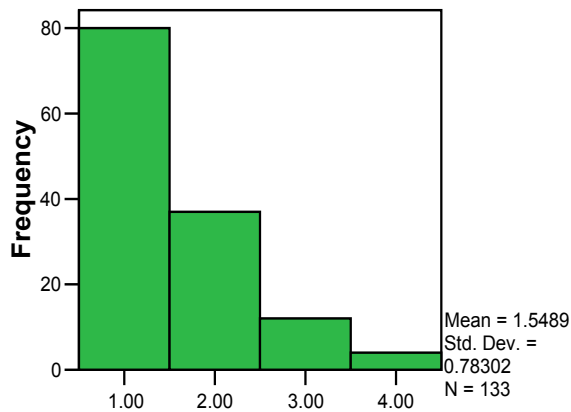


**Statement 33-** “I believe it is important for me to take responsibility if something goes wrong at my work place”.



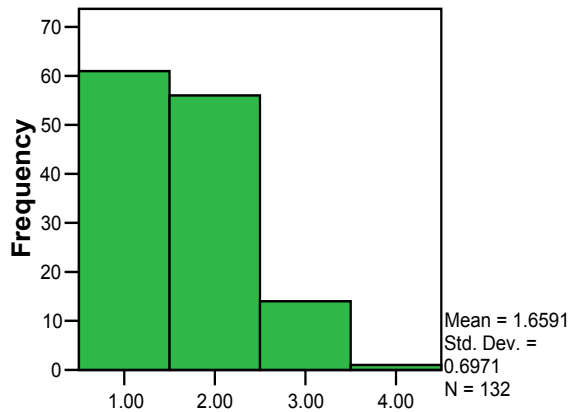
*Figure 16.* Structure of answers for statement 33. In this figure most answered strongly agree and none answered strongly disagree, giving a good mean value of 1,20.

**Statement 34-** “I feel that my work assignments benefit the LFV Group business as a whole”.



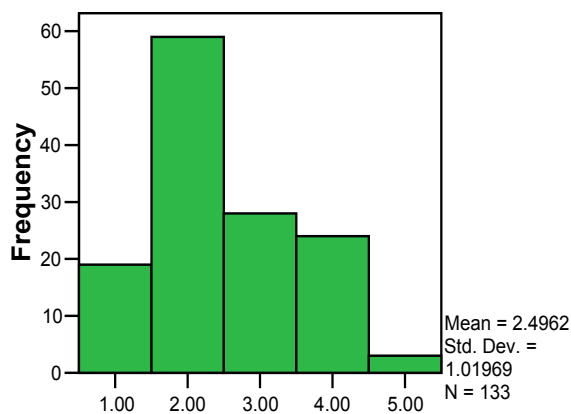
*Figure 17.* Structure of answers for statement 34. This figure shows a strong inclination to the left side of the scale, most answered strongly agree, and none answered strongly disagree.

**Statement 35-** *“I feel it is important to take consideration for others work before I act in my work area”.*



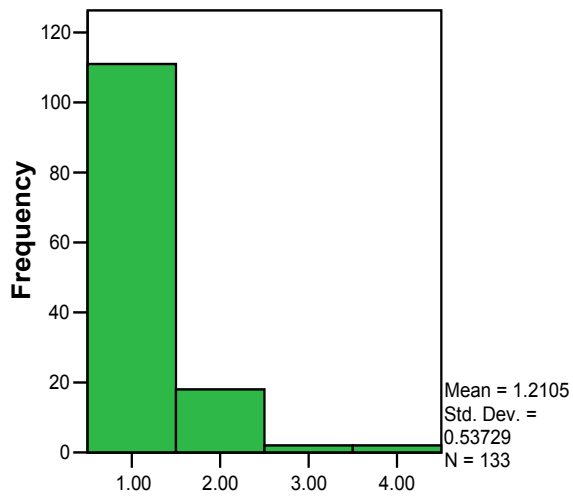
*Figure 18.* Structure of answers for statement 35. The concentration of answers are mainly strongly agree and partially agree, therefore stating that staff members feel it is important to take consideration for others work before they act in their work area.

**Statement 36-** *“The LFV Group is an organization where employees stand up for each other”.*



*Figure 19.* Structure of answers for statement 36. The focus of answers are on partially agree.

**Statement 37-** *“I believe that honesty is important in my work role”.*



*Figure 20.* Structure of answers for statement 37. In this figure one can observe that there is a large amount of individuals that believe that honesty is important in their work role. Most answered strongly agree and very few answered to the right side of the scale, having a good mean value of 1,21.

### *Cronbach's Alpha*

Cronbach's alpha is an indicator for internal consistency of a scale; the coefficient should be above 0.6 to insure reliability (Aron & Aron, 2000). The Cronbach's alpha coefficient of the questionnaire used in this study is 0.84.

### **Multiple Regression**

A multiple regressions analysis was conducted in order to establish if the demographic variables used in the questionnaire could be seen as contributing to the prediction of the structure of answers. Only statements where significant results were found will be presented. In cases where significant results were found for more than one demographic variable the statements will be shown separately for every demographic variable. The relevant statements will be accounted for parallel to the order in which the LFV Group values and their explanatory statements are displayed.

### *Professional*

*Table 5.* Significant results for statements related to the value of Professional

<b>Statements related to the value of "Professional"</b>	<b>Demographic variable</b>	<b>Beta</b>	<b>Sig.</b>	<b>R Square</b>
I feel it is important to be economically sensible with the LFV Group's money.	Age	-0,250	0,038	0,049
It is important, as an employee for the LFV Group to convey a positive picture of the company.	Sex	-0,184	0,038	0,064

Considering the first statement displayed in table 5 the results show that age is the strongest explaining variable relating to differences in employee answers. 4,9% of the variance is explained by demographic factors. When analyzing the means of the various age groups the 25-35 year olds single themselves out with the most negative mean compared to the rest of the groups (Ages: -24, M=1,33; 25-35, M=1,50; 36-45, M=1,20; 46-55, M=1,33; 56+, M=1,33).

The demographic variable “sex” is the strongest predictor for the second statement presented in table 5 which means that your answer could be dependent on which gender you belong to. The means for males (M=1,79) and females (M=1,53) show that males answer more to the negative side of the scale. The explained variance is 6,4%.

*Active*

Table 6. *Significant results for statements related to the value of Active*

Statements related to the value of "Active"	Demographic variables	Beta	Sig.	R Square
The LFV Group can today be portrayed as positive and enthusiastic.	Sex	-0,247	0,005	0,079
In my job I have the opportunity to take initiatives.	Sex	-0,178	0,048	0,036
I feel it is important that with help of personal goals contribute to the results that are required in my job.	Sex	-0,250	0,005	0,074
I feel it is important that with help of personal goals contribute to the results that are required in my job.	Age	-0,232	0,050	0,074
At the LFV Group we keep the promises we have made.	Sex	-0,190	0,032	0,082
At the LFV Group we keep the promises we have made.	Age	-0,247	0,037	0,082

“Sex” is the main predictor in the case of the first statement in table 6. 7,9% of the variance is explained by the demographic variables used in this study. Both males and females display large means with males (males M=3,70; female M=3,20) being slightly more inclined to the negative side of the scale. The answers for the second statement are mainly predicted by gender. Again males answer more negatively than females (M=2,26; M=1,90). The explained variance is 3,6%. The statement of “*I feel it is important that with help of personal goals contribute to the results that are required in my job*” both sex and age turned out to be stronger predictors of answers. Gender wise, males (M=1,89) answered more negative than females (M=1,52). The age group that had a larger inclination towards not using personal goals at work were those who are 24 or younger (Ages: -24, M=2,00; 25-35, M= 1,91; 36-45, M= 1,57; 46-55, M= 1,78; 56+, M= 1,67). The explained variance is 7,4%.

The last statement in table 6 shows both sex and age to be significant predictors of answers, the explained variance is 8,2%. Males (M=3,22) again show a larger tendency to be more negative than females (M=2,90). Concerning the demographic variable of age the 25-35 year olds have the largest mean at 3,47 (Ages: -24, M=2,67; 25-35, M=3,47; 36-45, M=3,06; 46-55, M=2,95; 56+, M=2,86).

### *To be Responsible*

Table 7. *Significant results for the statements related to the value of To be Responsible.*

Statements related to the value of "To be Responsible"	Demographic variable	Beta	Sig.	R Square
We as employees should always contribute and take responsibility for the security in the work environment.	Age	-0,302	0,011	0,079
I feel it is important that we as employees take environmental responsibility in our work.	Sex	-0,244	0,005	0,116
I feel it is important that we as employees take environmental responsibility in our work.	Age	-0,246	0,034	0,116
I feel it is important that we as employees take environmental responsibility in our work.	Education	0,217	0,011	0,116
I believe it is important for me to take responsibility if something goes wrong at my work place.	Sex	-0,233	0,009	0,074
I fell that my work assignments benefit the LFV Group business as a whole.	Sex	-0,204	0,024	0,042
I feel it is important to take consideration for others work before I act in my work area.	Sex	-0,182	0,042	0,060

The first statement in table 7 age is the strongest predictor. The explained variance is 7.9%. The age that seems to be less concerned about the security in the work environment is the 24 and younger age group (Ages: -24, M=1,67; 25-35, M=1,50; 36-45, M=1,40; 46-55, M=1,30; 56+, M=1,05). For the statement "*I feel it is important that we as employees take environmental responsibility in our work*", sex, age, and education turned out to be significant predictors of answers. The variance explained is 11,6%. Males (M=1,66) are less inclined to value environmental responsibility than females (M=1,32). The age group of 25-35 answered more to the negative side of the scale as opposed to the other age groups (Ages: -24, M=1,00; 25-35, M=1,80; 36-45, M=1,40; 46-55, M=1,48; 56+, M=1,52).

Concerning the demographic variable of education the employees with a higher level of education had the largest mean at 1,65 (Elementary & Middle School, M=1,00; High School, M=1,38; Higher level of education, M=1,65). For the statement of *“I believe it is important for me to take responsibility if something goes wrong at my work place”*, sex is the strongest predictor, with the explained variance of 7,4%. As seen previously, males (M=1,27) have a more negative mean than females (M=1,08). In the statement, *“I feel that my work assignments benefit the LFV Group business as whole”*, sex again is the strongest predictor. Males (M=1,66) have a larger mean than females (M=1,36), the explained variance is 4,2%. In the last statement in table 7, sex is the strongest predictor, males (M=1,74) are less prone to consider others work than females (M=1,52) the explained variance is 6,0%.

### **Paired-Samples T-test**

The paired-samples t-test was used to detect significant differences in means between different items in the questionnaire.

When comparing the two items, honesty in my work role and the LFV Group as a place where promises are kept. The p value was calculated to  $<0,001$  with the first item showing a mean of 1,21, SD=0,54 and the second item M=3,09, SD=1,12. Honesty in my work role was also compared to the item on having the courage to question,  $p<0,001$ . The first item presented, as stated above M=1,21, SD=0,54 whereas the second item had M=2,70, SD=1,34. A significant difference in means was also found between the two items, conveying a positive picture of the company and seeing ones work as a way to satisfy company customers. The p value was calculated to 0,004 with the first item displaying a mean of 1,69, SD=0,90 and the second item M=1,49, SD=0,72. The item on necessary competence to do ones work well was contrasted against the item, company utilization of ones competence with  $p<0,001$ . M=1,68, SD=0,81 for the first item, necessary competence to fulfill ones work duties and M=2,54, SD=1,13 for company utilization of ones competence.

The two items, the organization as positive and enthusiastic and *“I believe that the LFV Group is a company that has the future in mind”* also differed significantly in means,  $p<0,001$ . The item on the organization as positive and enthusiastic had M=3,52, SD=1,11 and the item on the organization as having the future in mind, M=2,79, SD=1,21.

The last independent-sample t-test was done to compare the items, personal responsibility if something goes wrong and organization as a place where promises are kept. The p value was calculated to 0,002 with the first item displaying M=1,21, SD=0,49 and the second item M=3,07, SD=1,11.

### **Interviews with Employees of Arlanda Airport**

As stated above, three interviews were conducted with key persons at Arlanda Airport, Stockholm, Sweden. The choice of Arlanda Airport was based on their initiative to implement new values in their organization independent from the Swedish LFV Group as a whole. An account of these interviews follows below.

It is important to note that when the "joint organizational values-initiative" at Arlanda Airport first started back in 2002 it was a reaction to the economic difficulties which had troubled the Swedish LFV Group since the year 1999 and had grown worse with the 9/11 tragedy in 2001. The value-initiative was, and still is, a part of an action program that also, among other things, meant dealing with a reduction of employees. The problems have had a great impact on the organization, which has been marked by dejection. According to one of the key persons, the former manager of the value project at Arlanda who also will be referred to as X, it has been mentally stressful for all Swedish LFV Group employees. The organizational situation meant that X had to be prepared for resistance to change.

The former manager of the value project, responsible for arrangement and distribution during the project, is a former journalist and manager of an advertising agency. X's professional background came to have a profound effect on the project. According to X, his journalistic background led him to be skeptical in the beginning. The idea that a systematic approach to working with values was possible and that implementing new values could mean great improvements seemed unlikely. Still to this day, X feels that the subject struggles with empty phrases but he is now convinced that the implementation of joint formulated values can be of great benefit to the organization.



X explains the increased interest and the advantage of organizational commitment to working with values as a response to today's individualism. The members of the organization have different needs and motivational factors that affect them and joint values can function as a management tool when leading these disparate interests.

The three values that Arlanda chose to implement are responsibility, enthusiasm and business-like behavior. The Arlanda value project started with X wanting to involve all members of the organization to create an interest in, and an understanding of the relevance of joint values in the workplace. All staff members were asked to list five values, which they felt were important in their personal life. After doing so, they were asked to mark three of the listed values which they felt could be of relevance in their working situation. The lists were summed up and there were two values that X felt could represent the view of members of the organization in a good way, responsibility and enthusiasm. The third value, business-like behavior was a request from the top management at Arlanda. X thought that it was valuable to get an approval from the organization as a whole before adding business-like behavior to responsibility and enthusiasm. An inquiry, together with a presentation of suggested business-like behavior as a condition for other values that were frequently listed, such as safety and security of employment, were sent out and the proposition was approved.

When the formulation process was finished X began working on an information campaign. X was also determined to find channels of distribution that would help keep the three values alive within the organization. The information campaign plans by X were very similar to an advertising campaign. X approached the values as something that had to be marketed in the organization. X used advertisements with funny, eye-catching pictures accompanied by serious messages, stickers, coffee-cups and calendars etc. X also created a game, played by every department separately, that consists of a number of questions designed to catalyze discussions about the three values and their own specific meaning for everyday work and to revise out-of-date assumptions. After the game the departments had to gather their thoughts, views and meanings related to the values and write a contract that is meant to function as a concrete guiding tool in the workplace. Most of the information material was spread through out the organization and X said during the interview that he was content with how the three values were presented and brought out to members of the organization. X also said that the material was kept accessible and clear and hopefully free from empty phrases.

In 2003 the responsibility for keeping the values alive and influential among the LFV Group divisions at Arlanda was placed on the department managers. In order for this transition to work, X knew that it was important to educate and enlighten all managers in what X believes are the great advantages of joint values. In order to do so lectures were held on how values are related to financial success and how they can facilitate reaching business goals. X has also introduced a value section in the Arlanda airport manager introduction course. Unfortunately, there have been complications during the transition of responsibility. Many managers, according to X's estimations about 60 %, do not strive to keep the implementation process alive. X explains this problem with the heavy work load placed on managers and has hope for the future since he feels that the project group has been good at identifying change agents, who are committed to the new value-system and have the will to push for an increased understanding of the importance of joint values.

There has been no evaluation of the joint value implementation process. Instead X refers to a survey with the members of the organization that Temo conducts on behalf of the Swedish LFV Group, which has shown an improvement in the work environment. X also believes that Arlanda has become more business-like and that there is a growing enthusiasm among the different departments.

Concerning the pending implementation of a concern-wide value system X had hoped that the values formulated by the Swedish LFV Group's main office would be adjusted to the joint values under implementation at Arlanda. This is not the case but X holds the opinion that the two sets of values will not conflict with each other. As an answer to the question, why the Stockholm Division did not wait for the rest of the Swedish LFV Group to initiate a joint value project, X answered that the need was too urgent. The division Stockholm-Arlanda/Bromma has, as the largest division within the Swedish LFV Group, a great responsibility for the economic situation and thereby found it necessary to launch an independent joint organizational value program.

According to X the work with joint values, which is estimated to continue for another three years, has been successful. X means that a great deal of the success is owed to the director of Arlanda Airport who has believed in, and supported the initiative since the very beginning.

As mentioned above, 60 % of all Arlanda department managers are not involved in keeping the three values present and alive. On the other hand, there are according to X, a group of managers, about 20%, that has truly seized the meaning and importance of working with explicit joint values. (The other 20 % are aware of the values and are trying to relate them to their everyday work). The next key person, who was interviewed for the purpose of this study, is one of those managers. Y, as the person will be referred to, is the manager of the Swedish LFV Group Business Telecom department at Arlanda Airport.

Y started working for the Swedish LFV Group about two years ago. At that time the joint organizational values were already formulated and the implementing process had begun. Y, who had just left his employment at another large Swedish corporation, which for years had worked with, values as a guiding and management tool was surprised that the LFV Group had not launched their joint value initiative earlier. On the contrary to what X stated concerning values and introduction courses for new managers Y, as a newcomer, did not receive any information about the organizations joint values but because of his prior experience and interest in working with values, Y decided to gather relevant information from the company intranet.

Y, who uses the three values, responsibility, enthusiasm and business-like behavior, in his work both individually and with co-workers, believes that they always should be fundamental in their nature and present in the back of ones mind. Y further means that the organizational values, which are framed and hanged in the office entrance, should work as an instinct, a support in decision-making processes but also during “manager/co-worker conversations”. Y has used these scheduled conversations to discuss the meaning of the formulated values to get a better understanding for his and his co-workers conception of them.

Y has used the value system to facilitate and encourage co-workers to make their own professional decisions and he has noticed an increased willingness to accept this increased responsibility. Y also applies the values when recruiting new members to the department. Y feels that it is vital that all co-workers can identify themselves with the values in order to function in the company.

Even though Y feels that the three joint organizational values have worked well in his department he does not believe that they have been seized throughout the LFV Group organization at Arlanda. Y points out that Arlanda is a large workplace and in order for the values to gain organization-wide influence all department managers must accept the responsibility to work actively with the values. According to Y, this is not the case today.

Y adds that it is probable that there are a great number of people in the organization who do not know that Arlanda has formulated joint values and it is even more likely that many do not know them.

Y feels that the values have helped to elucidate the importance of all professions in the department and especially business-like behavior has had a great impact. Y mentions the telephone operators renewed commitment to find new ways, based on their extensive knowledge about customer needs, to make money.

Y thinks that the initiative to implement concern-wide joint values is good, but he has trouble understanding how the two value systems are going to co-exist. Instead Y feels that it would be more appropriate if the whole company could agree upon a mutual set of values, preferably the three already present at Arlanda. Y is critical to the way the Swedish LFV Group is conducting their value formulation procedure (the values have been formulated by the Swedish LFV Groups Top 100 Executives), since his experience tells him that it is valuable to let all organizational members have their say when planning to introduce values, which management hope will have a company-wide influence. As Y puts it: “To start from the top might be the best way to kill all pleasure in working”

The last key person is the Swedish LFV Group human resource manager at Arlanda Airport, who will be referred to as Z. Z started off by explaining that the Swedish LFV Group, due to the economic difficulties mentioned earlier, back in 2001 felt they had to reform their organization in order to make it more effective. Since Arlanda Airport is the biggest and most international division in the Swedish LFV Group the management felt, as X also touched upon, that they were almost obliged to make rapid changes.

Z went on by accounting for the formulation process in the same way as X did. Z, after referring to X, also mentioned the game created in order to get all organizational members further involved. Z feels that it was very important to engage all members of the organization in the process of introducing joint values.

Z means that this will lead to literally shared values as opposed to the usual scenario where the top executives would formulate and assign meaning to joint values which employees find hard to relate to or identify with.

Z seemed positive about the three values that had been implemented in Arlanda. When asked if there had occurred any problems during the process Z said “no” almost immediately. However, he did state that it meant a great deal of work and that the process was on going and constantly present and dealt with.

Z is, as is Y as stated earlier, of the opinion that the organizational values should be present in the back of all employees’ minds and come to life in everyday work.

When asked what he felt about the value-system recently created by the Swedish LFV Group main-office, Z answered that Arlanda will keep responsibility, enthusiasm and business-like behavior but that there is a possibility that the two value systems could come to intertwine.

## **DISCUSSION**

### **Discussion of Method**

Our frequency of answers was 41% which is quite low and may have influenced the questionnaire study’s reliability and validity. There are many speculations on why the responses were so few. As stated earlier, the questionnaire was given to the LFV Group together with another set of statements concerning “employer of choice” (Malmros & Knutsson, 2005). This led to a substantial amount of statements; hence, it might have been seen as problematic and time consuming for the employees in question. It is also important to mention that the employees in LFV Group have undergone a number of questionnaires during the last few years. This might have led to what one could call “questionnaire-fatigue” which of course has implications for the frequency of answers (Personal communication, HR Strategist LFV Group, 04/10/20). However, the study showed to be representative according to our demographic questions. In this study it is fair to state that children and living situation as demographics are not relevant; therefore, they have not been analyzed.

They were included because of Knutsson and Malmros's (2005) study. It would have been interesting and relevant to include a demographic question on type of profession since the LFV Group is a large and differentiated organization. However, the company felt that the anonymity would be at risk if this was done, thus the decision was made to leave it out of the study.

### *Likert Scale*

There are many ways of doing a Likert scale, the most common are 5 and 7 point alternatives; on the other hand, there are alternatives with 4 or 6 points which makes the individual opt one or the other (Breakwell, Hammond, & Fife-Schaw, 1995). The questionnaire in this study is a 5-step Likert scale. Many discuss whether there should be a mid-point or not in Likert scales. However, having a mid-point does let the individual be undecided, if a mid-point is not used it can lead to forcing individuals to choose one side of the scale and therefore, does not give information about extremity of agreement and disagreement. When this occurs respondents are more likely inclined to the positive side of the scale. Nevertheless, having a mid-point can also be negative, for the respondent may rely on not taking a standpoint (Breakwell, Hammond, & Fife-Schaw, 1995).

### *Validity and Reliability*

Within construct validity one will find face validity. Concerning construct validity one is seeking agreement between a theoretical concept and a specific measuring device or procedure (Dunbar, 1998). As mentioned, the statements were based on the values that the LFV Group have developed up and are going to implement. The statements used are referred to every value that they have selected to use. Consequently, the statements are very accurate to give you an idea about where the LFV Group is in present terms. The statements make assumptions on whether they lack in diverse areas as well as if organizational members are already acting according to these values unconsciously. Subsequently, face validity concerns how a measure or procedure appears (Dunbar, 1995). The procedure used to answer the main purpose was a reasonable way to gain information that was attempted to obtain. With help of the theoretical framework one can make an assessment on whether it is possible to measure values, as well as if joint values lead to an increase of effectiveness.

Interviews were also done with key persons in Arlanda Airport. Since, Arlanda Airport has already implemented values; one can make an evaluation on whether it has lead to an increase of effectiveness. Last but not least, the questionnaire was an attempt to figure out where the LFV Group stands in present terms and as stated before the statements were well designed for the study which has resulted in good reliability. Cronbach's alpha is an indicator for internal consistency of a scale; the coefficient should be above 0.6 to insure reliability (Aron & Aron, 2000).

The Cronbach's alpha coefficient of the questionnaire used in this study is 0.84; this shows that there is reliability in the questionnaire.

### *Statistics*

Through SPSS, a multiple regression analysis was conducted to identify significant predictors among the demographic variables included in the study. The paired-sample t-test was used to contrast the different items and their means against each other. It is important to state that the paired-sample t-test was not conducted to compare all items against each other. Only those items where a significant difference would be interesting for this study were processed through SPSS.

Considering the multiple regressions analysis the need to include the means of the different demographic sub-groups was detected. Without this supplementary information the data does not give precise enough information in order to help the LFV Group in sufficient way. If the only information given is that age is a strong predictor for answers concerning a statement it complicates the process of adresssing the problem or organizational difficulties.

## Discussion of Results

As seen in figure 1, more than half of the respondents, concerning the first statement in the questionnaire “*My competence is utilized in the company*” chose to answer “partially agree”. The group of respondents who answered “strongly agree” is quite small and some of the respondents even replied “strongly disagree”. If this is a true assessment of the situation at the LFV Group the structure of the answers could have implications for organizational effectiveness.

If the company has overlooked competence within the organization they may need to focus their strength on realizing the existing potential before initiating any sort of changes. It could also be a sign that the initiative to implement the +/-10% marginal is in place and that the slimming of the organization, as mentioned in the introduction, could result in a greater usage of company resources. The result for the second statement, “*I believe that I have the competence to do my job well*”, was fairly expected (see figure 2). The answers support the responses to the former statement. If the organizational members feel that they are not given the opportunity to utilize all of their potential it is almost a given that they believe themselves to have what it takes to do their work in a satisfying way. A paired-samples t-test was conducted to contrast the means of the two items. The difference turned out significant ( $p < 0,001$ ) which further embraces the reasoning stated above.

The third statement (see figure 3) “*In order to manage my job assignments, flexibility is required*” had, as presented in the result section, quite a low mean and standard deviation at 1,38 and 0,60. This of course means that a large part of the respondents placed their answers on the left side of the scale, “strongly agree” and “partially agree”. The statement was included in the questionnaire partially because of how the +/-10% marginal affects the organization and its members. The importance related to the term has also become evident while studying management and organizational literature and in contacts with the LFV Group. The aviation industry has endured difficulties and turbulence during the last years and in a changing market it is vital for any company to be able to adjust to new conditions. According to the results from the first three statements in the questionnaire the LFV Group organization has a great deal of resources and their employees seem to be used to adjustment and flexibility which in this case is positive.



The statement *“It is important, as an employee for the LFV Group, to convey a positive picture of the company”* (see figure 4) was designed in an attempt to investigate how close to true implementation of *“we are ambassadors for our company”*, belonging to the value “Professional” the company is today. The results must be said to be positive since more than half of the respondents answered “strongly agree”.

Of course for the value to be an apparent part of the organization, a way of acting without thinking, as mentioned, for example, in the interviews with Arlanda Airport personal, one would wish that all respondents saw the necessity in conveying a positive image of the company when interacting with the surrounding world.

As for any company the LFV Group has, in order to survive and maybe even prosper, to be customer focused. After discussions with key persons in the organization and reading the set of joint values and their clarification statements, it was clear that business-like behavior, in order to make money and so forth, was perceived by management as being of great importance. One of the statements which was included in the questionnaire in order to map out where the organization stands today in relation to “Professionalism” and more specifically “business-like behavior”, was *“I see my job as a way to satisfy the LFV Group’s customers”* (see figure 5). The results concerning this statement show that an absolute majority of the respondents answered “strongly agree” and “partially agree”. No one felt that the statement was not relevant in any way. Still, as discussed previously, management hopes for all organizational members to see the link between their work and the customers, even if this link might not be directly evident in all LFV Group departments. These results can be related to the reasoning of Alvesson (1993) who assumes that different professions and divisions within the same organization can hold divergent opinions on what is important. Alvesson (1993) further states that it would be peculiar if for example CEOs and engineers shared joint values and formed their behavior according to them in similar ways. This is explained by the fact that values probably are closely tied to circumstances in the workplace, reward structure and employee demographics, rather than being organization-wide. This is, according to Alvesson (1993), not necessarily negative since modern corporations are structured in relation to “division of labor” and thus an increased homogeneity of thought and behavior may not mean greater effectiveness.

Taking Alvesson's (1993) reasoning into consideration could mean that companies, and this concerns the whole joint values initiative, might not want to force all departments to comply with a certain program of values and norms. If it is not a clear facilitator of efficiency, management might want to reconsider their wish to implement the same values throughout the whole organization. It sounds favorable that all employees have the customers in mind but it might not be what makes a productive and good employee in every part of the organization. The statement concerning customer service was compared to "*It is important as an employee for the LFV Group to convey a positive picture of the company*" in a paired-samples t-test a significant difference in means was detected ( $p=0,004$ ). The difference lies in the customer service item having a slightly lower mean. More respondents find it important to work with the customer in mind than to portray a positive picture of the company. This result is quite baffling since one would presume the two statements to go hand in hand.

On the contrary to the statement just discussed above one could argue that it is important that all organizational members are committed to company financial success since they all are affected by the financial state of the company "*It is important for the company to succeed and make money*" (see figure 6). Being profitable is a necessity if the LFV Group shall be able to continue in the same form as today. The questionnaire results show that most LFV Group employees feel that it is vital that the company is successful. Thus, the conclusion that the organization is close to its goal of implementing the importance of profitability and success as an organizational value.

The pattern of answers that was displayed for the former statement is similar to that presented for "*I feel it is important to be economically sensible with LFV Group's money*" (see figure 7). The largest group of respondents answered "absolutely agree" which is a sign that most employees already feel committed to being careful with company money. Thus there is no need for management to focus much attention and work on the implementation of the joint values in this regard.

The statement "*I feel that it is important that, with help of personal goals, contribute to the results that are required in my job*" (see figure 8) was formulated with a number of value related statements in mind. Among them were "we are competent" and "we are energetic and active".

In hindsight the formulation seems somewhat complicated and nontransparent but the structure of answers does not give any reason to question the respondent's understanding of the meaning of the statement. The result shows that the LFV Group staff perceives personal goals and structure as a part of their everyday work, even though it is hard to draw any conclusions concerning activity etc.

The next statement and related results are somewhat more controversial than those discussed earlier. *"I believe that the LFV Group is a company that has the future in mind"* did not get the responses that management probably hoped for.

As seen in figure 9 there is a large variation in the answers with, in relation to other statements results, quite a large group of respondents choosing the alternative "strongly disagree". If this is a true reflection of the organizational state they have a lot to overcome before reaching their value goal as described by the questionnaire statement. That the organization does not have the future in sight might also have implications for their possibility to adjust to changing market demands. Having the future in mind means having an organization, which is flexible in all its parts and functions. This is why a value related to the future can have great influence over the organizational member's concept of the need for change. This way of reasoning can be related to and somewhat contrasted to, the beliefs held by Deal and Kennedy (1985). They mean that values are a source of influence as long as organizational members care about them. Unfortunately this strength may result in organizational difficulties since employee commitment could lead to a wide spread unwillingness to change. In fast changing times, value systems sooner or later become out-of-date and what used to be a contributor to success now hinders it. With this in mind, the LFV Group probably has a central task in implementing values connected to future business as a way of keeping the rest of the value system up-to-date.

*"In my job I have the opportunity to take initiatives"* (see figure 10) displayed a rather large mean at 2,12 and most people responded "partially agree". Although this is not a negative result it could show a tendency by the organization to keep their employees from exploring their competence and controlling their own activity level. It is easy to assume that the people doing the actual work have a deeper knowledge about it than management or employees in other departments. Thus, not letting organizational members take their own initiatives could present a problem with adapting to changing demands, and being effective.

In accordance with the value related statement “we are enthusiastic and see possibilities” the item “*The LFV Group can today be portrayed as positive and enthusiastic*” was designed, see figure 11. The employee responses were relatively negative with a strong inclination to the right side of the scale. This might be explained by the difficulties that the organization has had to face, like downsizing, during the last few years. When speaking to organizational members it is clear that a wide spread sense of negativity and lack of enthusiasm have influenced the working environment.

When asked “*I feel that in my job one has the courage to question*” (see figure 12) the largest group of respondents answered “partially agree” but there was also a tendency for organizational members to answer more negatively, to the right side of the scale. After analyzing the structure of the responses one can assume that the differentiation among them is due to cultural differences in various departments. Since the LFV Group consists of many sections with dissimilar work assignments at diverse locations the probability that the ability to question would be the same seems small and unlikely. As stated several times before, the goal of the value initiative at LFV Group is to succeed with an organization-wide implementation. The results for the statement discussed shows that in this particular instance the organization still has a long way to go. This could be related to the interview conducted with “Y” at Arlanda Airport. “Y” was positive to the three organizational values used solely at Arlanda Airport although he felt unsure of the extent of which they have been seized throughout the company. “Y” stressed the importance of department managers to accept the responsibility to work keenly with the values. This might be especially true for securing the ability to question. Alvesson (2001) means that it is vital for effective decision making that managers appreciate heterogeneity of ideas and values in the organization. Hence it is of great importance to encourage critical examination of prevalent assumptions within an organization and to stimulate reflection to promote company effectiveness.

In relation to the statement “*In the LFV Group we keep promises we have made*” (see figure 13) a large spread of responses was displayed with a mean at 3,10. This can be seen as negative a result and actions must be taken in order to ensure that this way of approaching ones work and business, change. This item was contrasted to the statement “*I believe honesty is important in my work role*” (see figure 20) in a paired-samples t-test and the difference between means turned out to be significant ( $p < 0,001$ ).

The mean for the item of keeping promises was substantially higher. This result could be explained by it being easier to admit to flaws concerning the organization as a whole instead of presenting oneself as being part of the problem. Obviously it must be difficult to be honest and yet not to keep your promises. The item on honesty in my work role was also compared to the item on courage to question and the result was significant ( $p < 0,001$ ). The mean for the item of ability to question turned out significantly higher. This presents a disconcertment within the organization given that it is hard to be completely honest while not having the ability or courage to question ones work situation. It is hard to believe that the conditions are such that employees are in agreement with all aspects of how the organization functions.

*“We as employees should always contribute and take responsibility for the security in the work environment”* (see figure 14) presented a, for the LFV Group, positive result. Most of the answers were “strongly agree” and no one responded “strongly disagree”. This is probably because the importance of security issues within the company and the aviation industry as a whole. A sense of security is fundamental in the daily work of all employees at the LFV Group.

*“I feel it is important that we as employees take environmental responsibility in our work”* (see figure 15). This statement had a positive result for LFV Group, most answers were inclined to the left side of the scale, and a great deal of the responses were “strongly agree”. The results show that organizational members realize the vital importance placed on following environmental restrictions placed on the Swedish aviation industry.

The statement *“I believe it is important for me to take responsibility if something goes wrong at my work place”* (see figure 16) also displayed a positive result; most respondents answered “strongly agree”. The result can be paralleled to the employees seeing themselves as valuing honesty. At the same time one could contrast the responses to the item concerning keeping promises. In this instance a significant difference in means was found. This presents a problem since one would assume it being difficult to be responsible for work related issues while not being able to keep promises. This reasoning is analog to Argyris and Schön (1978) and their discussion upon theories-in-use and espoused theory. When applied to this situation one could say that the espoused theory is represented by seeing oneself as taking responsibility if something goes wrong. However, the theory-in-use, which is reflected in actual behavior, seems to show an organization which does not value the keeping of promises.

Bang (1999) notes that it is problematic to map organizational values with the help of interviews and questionnaires since one is often confronted with the espoused theory instead of the theory-in-use. By contrasting items which are correlated, as done above, it seems to be possible to overcome this problem and find differences that could be signs of the underlying theory-in-use.

Concerning the statement, designed to compliment the value “Professional”, *“I feel that work assignments benefit the LFV Group business as a whole”* (see figure 17) the results turned out encouraging for the LFV Group. Alvesson (1993) claims that it is important that all organizational members feel identified with the organization, as well as a mutual understanding and a sense of collectiveness. If this is achieved it facilitates teamwork within the organization. That a majority of the employees see their work as important for the LFV Group business could be an indication of what Alvesson (1993) described as a sense of community and therefore a motivational tool as well as a way to increase effectiveness. The discussion is also applicable to the next two statements *“I feel it is important to take consideration for others work before I act in my work area”* (see figure 18) and *“The LFV Group is an organization where employees stand up for each other”* (see figure 19). The first item of these two statements presented a quite positive response with the answers accumulated on the left side of the scale. The second item displayed more of a spread. In conclusion all three items point in the direction of Alvesson’s reasoning.

### **Discussion of Results relating to the Multiple Regression Analysis**

As mentioned earlier a multiple regression analysis was conducted in order to detect demographic differences in the structure of questionnaire answers. Below the significant results will be discussed in an order parallel to the presented order of the statements used in the questionnaire. The focus of this analysis will be on the demographic sub-groups who answered more negatively than their peers. This is a conscious decision made in order to facilitate, for the LFV Group, to locate problematic areas, which must be addressed before starting the implementation process.

### *Professional*

The results state that age is the strongest predicting variable in relation to the statement of *“I feel it is important to be economically sensible with the LFV Group's money”*. The explained variance, which all demographic variables contribute to, is low (4,9%). When analyzing the means of the different age groups included in the study the 25-35 year olds stood out as more negative than the rest of the respondents. This can be related to the reasoning of X (key person at Arlanda Airport) who claimed that the increased interest in working with organizational values is a response to today's younger employee's individualism. The degree of company loyalty is decreasing and employee interests are not as conform as they used to be. For the second statement *“It is important, as an employee for the LFV Group to convey a positive picture of the company”* the demographic variable sex is the strongest predictor. Males have a tendency to be less inclined to act as an ambassador for the company when meeting people from the “outside world”, as opposed to females. The variance explained by the demographic variables are, as before, low, at 6,4%. Thus, it is hard to generalize or to draw concrete conclusions. Nevertheless, the possibility of speculation is still open and the discussion of these results should be seen as such.

### *Active*

For the second value there were four statements where significant results were found. The first one is *“The LFV Group can today be portrayed as positive and enthusiastic”* where gender is the main predictor. The variance was calculated to 7,9%, which is slightly higher than before but still relatively low. This is not in any way a positive result for the LFV Group. None of the two sexes really make out the organization as positive and enthusiastic; however, the male employees are extensively more negative. Unfortunately it is quite difficult to make an assumption about the differences in answers between males and females without relying on prejudice and stereotypes. To divulge an accurate analysis one would need further information on intervening variables. It is safe to claim, that in this case, the difference between the sexes is less relevant than the fact that both groups perceive the organization as negative and unenthusiastic. Concerning the statement of *“In my job I have the opportunity to take initiatives”* can to a certain extent also be predicted by gender (the explained variance is low at 3,6%).

The differentiation lies in a male tendency to answer more to the right side of the scale. It appears that they do not feel that they have the possibility to take initiatives to the same degree as females do. Once again this result may be a product of several intervening factors, for example if a large percentage of males who participated in the study work in “blue-collar” positions this might influence their ability to act on their initiative. Moreover, it is still imperative to point out that the LFV Group can benefit from letting organizational members influence their own work situation by making their own decisions and so on. Hence, the organization faces the task of finding ways in which it can profit from the competence resources that, according to some employees, not yet has been utilized. As stated earlier while discussing the structure of questionnaire responses this could be an indication that the decision to realize the  $\pm 10\%$  marginal is a step in the right direction. The statement of “*I feel it is important that with help of personal goals contribute to the results that are required in my job*”, both sex and age turned out to be strong predictors of answers. As before males are more negative towards the statement than females. Apparently they do not feel the same need for personal goals in their work as females. This result can be related to the male inclination to not experience the LFV Group as an organization where one as an employee has the opportunity to take own initiative, as seen above. The age group that used personal goals the least were ages 24 or younger. This may be a sign of younger people being more inexperienced in work life as a whole and at LFV Group in specific. The assumption could be made that one is less confident in ones work role when young and inexperienced. This in turn could lead to a lack of ability to create and find focus through personal goals. Instead, one depends on more experienced co-workers and managers to guide. The explained variance was calculated to 7,4%. All and all, it is fair to say that different demographic groups have diverse needs considering the joint value implementation process.

The last statement that displayed a significant result was “*At the LFV Group we keep the promises we have made*”. Both sex and age turned out to be significant predictors of answers with an explained variance of 8,2% (incorporating all demographic variables). Males again were more negative than females meaning that they perceived the organization to be less truthful than females. This was also the case for the age group of 25-35 year olds, which had the highest mean in their demographic group. It is however important to state that the results relating to the statement discussed were noticeably negative.



As mentioned in the discussion of the structure of answers and paired-samples t-test, this statement did not correlate well with the statement on honesty in ones work role. The result is both surprising and inconsequent. It is easy to assume that the results mentioned above might be a more accurate picture of the organizational life in the LFV Group.

### *To be Responsible*

The first statement belonging to the value “To be responsible” that presented significant results were “*We as employees should always contribute and take responsibility for the security in the work environment*”. In this case age is the strongest explaining variable and the explained variance as a whole is 7,9%. The age that seems to be less concerned about the security in the work environment is the 24 and younger age group. To assume that age is a large part of safety-consciousness appears incorrect. As discussed earlier one can only suppose that intervening variables have played a part in the results. Perhaps, many of the respondents in the “56 years of age and older” (the age group with the lowest mean) group work in departments where safety is emphasized and a part of the daily work.

For the statement “*I feel it is important that we as employees take environmental responsibility in our work*”, sex, age, and education turned out to be significant predictors of answers. The variance explained is 11,6%. Males are less inclined to value environmental responsibility than females. The age group of 25-35 answered more to the negative side of the scale as opposed to the other age groups. Regarding the demographic variable of education the employees with a higher level of education had the largest mean. Relating to the statement discussed it is interesting to mark that three out of four demographic variables are significant predictors. This is clearly a positive result for the LFV Group since all means can be said to be relatively low and most organizational members feel it is important to take environmental responsibility. The demographic factor that is absent among explaining variables for all statements analyzed is employment time. In hindsight, this was a demographic factor that did not contribute to the study. The statement of “*I believe it is important for me to take responsibility if something goes wrong at my work place*” presented sex as the strongest predictor and an explained variance of 7,4%. As seen earlier males were answered more to the negative side of the scale and seemingly find it less important to take personal responsibility if and when something goes wrong at their work place.

It is vital to state that both males and females have quite low means, which indicates a will to face up to mistakes made, or other problematic occurrences. In the statement of *“I feel that my work assignments benefit the LFV Group business as whole”*, sex is the strongest predictor. Males again have a more negative mean. The difference in means is not very visible between the two, but the LFV Group should still try to focus on motivating all organizational members in order to achieve full potential. The common variance was calculated to 4,2%.

The last statement presenting a significant result, *“I feel it is important to take consideration for others work before I act in my work area”*, also had gender as its strongest predictor. Not surprisingly males answered somewhat more negatively than females, which means that they are less prone to consider the work of others before taking action. The explained variance is 6,0%.

To sum up it is clear that the males participating in the study had a tendency to answer more to the negative side of the questionnaire scale than females. As said before it is hard to draw conclusions since the difference in means between the genders are not wide-ranging. One can declare that LFV Group has to focus all their strength on meeting individual needs concerning the pending value system. At the same time one can deduce that, as stated earlier, the difference between groups of respondents stems from them working in dissimilar LFV Group departments. It is important to consider the reasoning of Alvesson (1993) who states that diverse things are valued and functional for the daily work. This has implications for the joint value implementation process. It might not be futile to force non-functional values on employees that do not benefit from them. It sounds appealing to stand up for each other in work situations but what if it is not needed. Perhaps, the LFV Group should focus their attention on spreading a sense of solidarity or unification in overall company goals.

### **Discussion of Organizational Culture, Joint Values, and Effectiveness**

According to both Alvesson (2001) and Denison, Haaland, and Goelzer (2004) it has been problematic to ensure a empirical link between culture and organizational effectiveness and Alvesson (1993) means that the theoretical concept of culture can be more promising than the actual practical aspect of it.

In spite of this, Alvesson (1993; 2001) states that it is common sense to suppose that a company's organizational culture will have an implication on employee behavior and thereby also the financial outcome. The sharing of ideas and conceptions is necessary for all organized work. In accordance with the interview done with X, he also states the organization will gain from joint values for it will lead to an organizational collectiveness. Commitment and motivation will create a sense of unity within organizational members which can be a powerful management tool which will benefit the organization. X also seems aware of the theoretical vs. the practical issue of implementing joint values as he states that it struggles with empty phrases.

There seems to be a strongly held belief, within the LFV Group, that joint-value initiatives, as a part of a larger action-program, will in its time lead to an increase of organizational efficiency. This is for example, illustrated by the actions taken by Arlanda Airport when they decided not to wait for the rest of the organization to launch an independent joint organizational value program. At that time, the management at Arlanda Airport perceived the need for change, in order to develop the organization, as essential and urgent. This can be matched to the reasonings by Alvesson (2001) who states that there is an immense problem concerning what is written and said about organizational culture today. The research is dominated by an eagerness to present cultural phenomenons, such as values, as manageable and directly related to effectiveness and corporate results. Furthermore, Alvesson (2001) discusses the trivialized view on organizational culture and the wrongful distinction between values as either good or bad. He believes that the strength of a culture lies in its complexity and multiplicity of factors, values, and concepts, among other aspects. Hence, even though Alvesson assumes culture to have an impact on organizational results he does not believe that one could easily design and implement "good" values that automatically will promote organizational effectiveness.

The interview with Y elucidates that joint values can have an impact on collaboration and everyday work as whole. Y successfully uses the values designed for Arlanda Airport as a way to empower and motivate his colleagues in the department which he manages.

Deal and Kennedy (1985) as well as Cameron and Quinn (1999) place great importance on organizational culture in relation to company success and long-term effectiveness. They believe that the main focal point of organizational culture is functional values, once they are followed they, together with a number of other aspects, will lead to what Deal and Kennedy define as a “strong culture” which in turn secures company prevalence.

Among the research used in this study to build a theoretical framework the authors mentioned above represent the cultural pragmatists since they hold the belief that culture can be modified in systematic ways. Alvesson, on the other hand, is a cultural purist who argues that culture is substantial, deep-rooted, and highly resistant to manipulation.

In the article written by Denison, Haaland, and Goelzer (2004) the Denison model is presented as a way to understand the influence of organizational culture on effectiveness. Here follows an attempt to apply the model to the LFV Group organization; The trait “involvement” incorporates effective organization’s ability to empower their people, their usage of teams and their capability to develop human capacity at all levels. With the information gathered through the interviews conducted in Stockholm one can refer to an example of “involvement” within the organization. X stated that before selecting and implementing their values, they asked all Arlanda Airport employees to list personal values that are essential to them. Hence, employees have some input into decisions that affect their work and have a sense that their work is connected to organizational goals. The way the LFV Group, as a concern, dealt with bringing out and selecting their joint values does not coincide with the trait in question. They relied on the top 100 group when designing new aspects of culture. The LFV Group also faces difficulties in regard to what Denison calls “consistency” which refers to the tendency of effective organizations to have “strong” cultures that are highly consistent, coordinated and integrated and where behavior is firmly established in a set of core values. In reference to the questionnaire one can see that the LFV Group is not as consistent as they could be. They have great deal of similar views upon values, but in other instances their responses are scattered. In order to make the LFV Group more consistent one has to emphasize and build upon those statements that are not answered similarly, and reinforce those coinciding values.

The third trait is “adaptability”. Adaptable organizations learn from their mistakes, they take risks and are used to creating change in order to satisfy their customers. Considering the situation in which the LFV Group finds itself today, with changed market and customer demands it is vital that the organization finds a way to ensure business flexibility. This is one of the goals with the on going change-process.

Last but not least, the fourth trait in the Denison model is “mission” which is that all successful organizations have a clear sense of purpose and organizational goals. Since, the LFV Group, among other things, through their action-program, does have clearly formulated goals one could probably say that they fulfill the requirements of the “mission” trait.

The main focus of the model is the contradiction between attaining both internal integration, such as “consistency”, and external adaptation. Denison, Haaland, and Goelzer (2004) state that companies that focus on adapting to market demands often have problems reaching the level of integration that is needed to become truly effective and vice versa, a reasoning that Alvesson (2001) agrees with. The conclusion to be drawn from this way of reasoning is that LFV Group, to become a more effective organization, has to have the capability to resolve these contradictions in a satisfying way. In accordance to the application of the model to the LFV Group, it seems clear that, with some exceptions, the organization is headed towards the right direction.

### *The Implementation Process*

If one assumes joint values and organizational culture as a whole, to have an influence on company performance it is important to take the implementation process seriously. In order to implement values to make them a part of an organization according to X, one has to involve employees to create a common interest and a commitment to the importance of joint values. It is important to find the means to implement these values, for otherwise one can face a dilemma of having “values” however, no organizational member remembering them as well as applying them. An advertisement campaign can be a good idea; this worked with in Arlanda Airport, where informational pictures, cups, and games among other things were distributed to everyone to reinforce the values—an internal marketing device.

Deal and Kennedy (1985) claim that the cultural network is the informal and main means of communication in an organization. It serves as the messenger of organizational values. During the value implementation process at Arlanda Airport, X was determined to find channels of distribution, both formal and informal, that would help keeping the three values alive within the organization.

It is also important to discuss the so-called heroes within an organization who Deal and Kennedy (1985) believe to be a part of a strong culture. That is to say, heroes are portrayed as individuals that personify the existing values in a culture. It is fair to say that both X and Y match the hero-criteria, they are persons that other believe in and try to follow. To reach all members of the organization X strived to identify other change-agents or heroes who, through their capability to influence their colleagues, could keep the process alive. This way of approaching an implementation of joint values seems accurate and promising although, there has been no real evaluation of the outcome.

Y was very critical of the way that the LFV Group has gone about designing and choosing the values which they wish will become a part of the organization. As mentioned earlier the concern has not chosen the procedure used by Arlanda Airport where all employees were a part of the formulation process. Instead, the LFV Group has left the joint-value initiative in the hands of the “100 group” consisting of the company’s top 100 executives. Z also emphasized the need to engage all organizational members in order to ensure literally shared values and thereby hopefully a successful result. The “100 group” in itself and their work with the joint-value project, could be seen as an artifact of the LFV Group organizational culture. When choosing to place the formulation responsibility on top executives it probably says something about the underlying culture. It could be a sign that the people most valued in the company are those individuals who have reached higher positions. Hence, a basic assumption that they are the ones truly capable of knowing what is best for the organization, which organizational values it will gain from. If this is a fair assessment of the organizational state, they are most likely facing a problem. As Schein (1985) states, it is important to analyze and evaluate an organization according to the three levels of culture, before trying to implement new strategies, one has to be aware of the current cultural situation before introducing new factors into it. Alvesson (1993) also contributes to this discussion since he believes interviews with top-managers, in order to map out the company culture, to be inappropriate.

Alvesson (1993) means that this approach only gives insight in to “managerial ideology” and does not help with information about the true organizational culture in all its complexity and variation. In conclusion, without the participation of the whole organization one will find it increasingly more difficult to succeed in formulating values that are relevant to all organizational members and that will facilitate collaboration, organizational commitment, and effectiveness.

The reasoning of Bang (1999) is also of interest in the discussion of value implementation and management involvement. Bang (1999) means that many companies try to control organizational culture by letting management develop value programs that they wish will influence and dominate their organization. The values designed by management are then often written down on a nice piece of paper and handed out to all employees (contrast to the procedure at Arlanda Airport). Unfortunately this way of approaching a change of organizational culture is far to shallow and leads to “values” that do not possess any impact on employee’s everyday work. Bang (1999) even goes as far as to say that an initiative as the one described just above, can come to mean an increased resistance among employees to work and commit to organizational culture. There is a risk that employees perceive it as an attempt by management to force their own ideology and values on them in order to control. This might not be far from the truth in some cases. Again this emphasizes the need for employee involvement in cultural change processes. Bang (1999) goes as far as suggesting that companies, instead of trying to introduce new elements of culture, should focus their attention on identifying suitable values which already exist in the organization, if appropriate for corporate goals these familiar values can be a great asset to management. This could be related to the questionnaire results that show that several of the values, and value-explanatory statements, do exist to some degree in the LFV Group organization even though the value-initiative has not been kicked-off, at least as “espoused theories”. Perhaps the LFV Group management team has prevailed, in spite the theories of Bang (1999) and others, to distinguish and identify values that are perceived as meaningful to most organizational members.

Cameron and Quinn (1999) are positive to cultural change within organizations but they stress the need for adapting the behavior of all organizational members in order to be consistent with new cultural components.

If individuals are not willing to engage in the new behaviors the organizational culture will not change. Argyris and Schön (1978) discuss single-loop and double-loop learning. LFV Group should undergo double-loop learning which means being aware that there is an underlying problem that has to be solved. In order to accomplish this, the organization has to change or reform those values of theory-in-use that are not consistent with the cultural project, as well as strategies and assumptions. Due to the recession and 9/11-01 tragedy, the LFV Group realized that they had to meet new market and the customer demands.

In order to do this, they had to re-evaluate the organizations goals and objectives; thus, approaching new theories-in-use and most likely, having to change their whole organizational culture. It must be comprehended that to take the organization to its full potential, the implementation process has to be clear and concise. When the LFV Group has done this, they might consider the single-loop learning to maintain the balance in the organization, specifically by correcting errors in accordance to the new theories-in-use. One can assume this to be an immense effort that demands a large amount of time and work. During the interview with Z he stated that the process of making the Arlanda-values a part of everyday organizational-life was on going, constantly present and dealt with a course of action that correlates well with Alvesson's thoughts on intended cultural change. Alvesson (2001) means that, for example the implementation of a new value system requires skillfulness and the persistence to keep the project alive for many years as well as a receptiveness from organizational members concerning new ideas, values and conceptions. There could be some concern relating to the last statement. It appears vital that the LFV Group management takes the changes already made, such as the downsizing of personal and the employee insecurities that follow, in to consideration when presenting further organizational transformations. Too many changes can increase the sense of not knowing where the organization is headed and a fear to loose ones employment. This in turn could lead to a resistance to change, such as the incorporation of a value-system. To overcome these difficulties and try to assure that the new joint values become a part of culture it is vital for organizational leaders to express them in specific and distinct action and to demonstrate their commitment to them (Bang, 1999). The former, but no longer functional culture also present reasons to suspect resistance. Deal and Kennedy (1985) state that culture works as a protector of itself in status quo and thus, it is important that management take time to change culture when it is needed and that they assign a sufficient amount of time for the employees to adjust to the transformation.



### *Management Commitment to Organizational Values*

Since the decision was made to hand over the responsibility for Arlanda Airport's value-project to the department managers the division has run across the difficulty in keeping the initiative going without a wide-spread, genuine manager commitment. According to X's estimations about 60 %, do not strive to keep the implementation process alive. On the other hand, X means that there are a group of managers, about 20% that has truly seized the meaning and importance of working with explicit joint values.

One of those change-agents is Y, who pointed out that Arlanda Airport is a large workplace which, implies that in order for the values to gain organization-wide influence all department managers must accept their responsibility to work actively with the values. Both Deal and Kennedy (1985) and Alvesson (2001) share this belief. Deal and Kennedy (1985) mean that company success often stems from organizational member's ability to identify, handle and act according to values and that it is therefore one of management's most important tasks to formulate and reinforce values which they believe the organization can gain from. Organizational leaders also have to be convinced that they themselves can believe in, act according to, and support the goals and values which they wish to set up. Every contradiction in this context might undermine the potency of the sought culture. Alvesson (2001) emphasizes the impact of culture on what organizational members value and how they react to ideas and concepts. Hence, the importance of culture does not weaken because managers feel that this dimension of organization is too vague or complicated, instead a manager accentuates what should be seen as meaningful through actions and thereby affect the organizational culture. Alvesson (2001) goes on by stating that it is quite common that managers fail to recognize their own involvement in the organizational culture. To sum up, the LFV Group should follow the example of Arlanda Airport in realizing the need for manager commitment and identifying change-agents that carries the main responsibility of influencing others to incorporate the joint-values in their work. The concern should also learn from Arlanda Airport's example and focus their energy on convincing all "role-models" of, and engaging them in, the need for a cultural modification, (considering those values already present to a certain degree in the organization), and in some instances transformation. This is probably more efficient if it is handled before the attempt to spread the three values and their value-explanatory statements throughout the organization.

## Conclusion

In conclusion the LFV Group can be said to be in the process of reaching their joint organizational values goal set for 2008. The questionnaire did point out some difficulties. There are significant differences detected between different demographic groups which means that the organization has to focus their strength on meeting diverse needs in the up coming value implementation. Some groups have already incorporated the selected values whereas others seem to require more information and manager focus. Thus, it is important that organizations take the implementation process seriously.

This is especially true for the LFV Group since they, according to our theoretical framework, made mistakes in the procedure of designing the values. It is vital that values, which are meant to unite organizational members, to awaken commitment among all employees. One of the aims of this study was to explore whether one can measure values. The reliability of the questionnaire was good and it reached the criteria of face- and construct validity. Nevertheless, the paired-sample t-test displayed surprising significant differences in means between statements one would assume are related to one another. In those instances it appears that one of the statements represents “espoused theories” whereas the other gives an insight to the “theories-in-use” in the organization. This is the case with *“I believe honesty is important in my work role”* and *“At the LFV Group we the promises we have made”*. One can not oversee that there is a risk that more of the statements did not reach the deeper value level intended. Considering the link between company effectiveness and joint organizational values and organizational culture as a whole, the authors referred to in the theoretical framework all believe culture and its elements to have an impact on success. Although researchers differ in opinion concerning the degree to which one can manage culture all emphasize the importance of a well-analyzed and organized implementation process in order to incorporate joint values that in turn will increase organizational efficiency.

### *Proposition to Further Research*

The questionnaire could be used as an evaluation tool during and after the implementation process in order to assess the LFV Group's position in accordance to the three values and their value-explanatory statements. If this were done one would also get a further evaluation of the questionnaire itself and its function. Since the empirical link between organizational culture and company effectiveness has been difficult to map out it would be of interest, in 2008 when the initiative is planned to be completed, to conduct a study of the influence of the organizational values on company effectiveness.

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Vi är fyra psykologistudenter från Lunds Universitet; Eva Malmros, Pierre Knutsson, Christina Ekström och Ida Tegner som arbetar parallellt med två studier inom Luftfartsverket.

I dessa studier ingår den enkät vi hoppas du snart kommer att besvara. Syftet med enkäten är att få en bild av vad som kännetecknar en attraktiv arbetsgivare och i vilken mån LFV lever upp till detta idag. Syftet är även att undersöka möjligheten att mäta värderingar och se hur LFV idag lever upp till de nyss framtagna koncerngemensamma värderingarna.

Naturligtvis garanterar vi er anonymitet då vi har gjort ett slumpmässigt urval bland Luftfartsverkets samtliga 4200 anställda och alla svar behandlas konfidentiellt. Enkäten inleds med att vi ber dig ge oss bakgrundsinformation om dig själv. Denna information är viktig för att vi ska kunna få reda på om dessa faktorer har betydelse för hur ni svarar. Vi vill återigen göra er uppmärksamma på att vi inte kommer att kunna identifiera enskilda enkätsvar. Resultaten kommer endast att redovisas i tabeller och diagram baserade på medelvärden för hela gruppen.

Vi tackar för er medverkan.

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- Kön
- Man
  - Kvinna
- Ålder
- 24 år eller yngre
  - 25-35 år
  - 36-45 år
  - 46-55 år
  - 56 år eller äldre
- Boende
- Ensamboende
  - Samboende
  - Annat boende
- Barn
- Nej
  - Ja, enbart under 12 år
  - Ja, enbart över 12 år
  - Ja, både under och över 12 år
- Utbildningsbakgrund  
(kryssa i det senast avslutade alternativet)
- Grundskola
  - Gymnasieutbildning
  - Eftergymnasial utbildning
- Tid du varit anställd  
på Luftfartsverket
- kortare än 1 år
  - 1-5 år
  - 6-10 år
  - 11-15 år
  - 16-20 år
  - längre än 20 år

## Attraktiv Arbetsgivare

Kryssa i det alternativ som bäst stämmer överens med din uppfattning. Tänk på att bara markera ett alternativ för varje fråga om inga andra instruktioner ges.

	Instämmer helt	Instämmer delvis	Vet ej / obestämd	Instämmer något lite	Instämmer inte
1. Jag är nöjd med min lön i förhållande till min arbetsprestation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Jag kan vara med och påverka mina arbetstider	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Jag vill ha större möjlighet att påverka mina arbetstider	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Jag hinner med mina arbetsuppgifter under min arbetsdag	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Jag trivs bra i den miljö jag arbetar i	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Det finns förhållanden i min arbetsmiljö jag vill ändra på	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Jag trivs bra med mina arbetskamrater	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Jag kan vara med och påverka min yrkesmässiga utveckling inom Luftfartsverket	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Jag kan vara med och påverka min arbetsenhets utveckling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Idéer och eget tänkande uppskattas på min arbetsplats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Luftfartsverket satsar på min kompetensutveckling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Jag får tillräcklig information om Luftfartsverkets verksamhet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



	Instämmer helt	Instämmer delvis	Vet ej / obestämd	Instämmer något lite	Instämmer inte
13. Jag får tillräcklig information för att lösa mina arbetsuppgifter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Jag tycker att Luftfartsverket värnar om mig som medarbetare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Jag tycker att chefer på Luftfartsverket bidrar till att skapa ett gott arbetsklimat i organisationen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Jag känner mig privilegierad som har en anställning på Luftfartsverket	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Vad tycker du gör en arbetsgivare attraktiv?

Markera de **tre** viktigaste alternativen nedan till vänster och kryssa sedan till höger i vilken utsträckning du anser att Luftfartsverket motsvarar just dessa tre.

	Mycket bra	Bra	Vet ej / obestämd	Dåligt	Mycket dåligt
<input type="checkbox"/> Lön	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Möjlighet att påverka arbetstider	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Arbetsmiljö	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Arbetskamrater	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Karriärmöjligheter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Känsla av delaktighet i organisationen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> När idéer och eget tänkande uppskattas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Uppmuntran från ledningen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Bra ledarskap	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Värderingar

Nedan följer 20 påståenden som alla berör värderingar. Kryssa i det alternativ som bäst stämmer överens med din uppfattning. Tänk på att bara markera ett alternativ för varje fråga.

	Instämmer helt	Instämmer delvis	Vet ej / obestämd	Instämmer något lite	Instämmer inte
18. Min kompetens tas tillvara i företaget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Jag upplever att jag har den kompetens som krävs för att sköta mitt arbete på ett för mig tillfredställande/bra sätt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. I mitt arbete krävs det flexibilitet för att kunna sköta mina arbetsuppgifter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Det är viktigt att man som anställd på Luftfartsverket förmedlar en positiv bild av företaget utåt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Jag ser mitt arbete som ett led i att tillfredställa Luftfartsverkets kunder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Det är viktigt att företaget går bra och tjänar pengar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Jag anser det viktigt att vara rädd om företagets pengar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Jag anser det viktigt att med hjälp av personliga mål bidra till de resultat som krävs i mitt arbete	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Jag anser Luftfartsverket vara en organisation som är framtidsinriktad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Instämmer helt	Instämmer delvis	Vet ej / obestämd	Instämmer något lite	Instämmer inte
27. I mitt arbete får jag möjlighet att ta egna initiativ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Luftfartsverket kan idag sägas kännetecknas av positivitet och entusiasm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Jag upplever att man på min arbetsplats har mod att ifrågasätta	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. På Luftfartsverket håller vi vad vi lovat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Vi som medarbetare ska alltid bidra till och ta ansvar för säkerheten på vår arbetsplats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Jag anser att det är viktigt att Luftfartsverket tar stor hänsyn till miljön i vår verksamhet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Jag tycker det är viktigt att ta ansvar när något går fel inom mitt arbetsområde	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Jag ser mina arbetsuppgifter som en del av den helhet som utgör Luftfartsverkets verksamhet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Jag anser det viktigt att ta hänsyn till andras arbetsuppgifter innan jag agerar inom mitt arbetsområde	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Luftfartsverket är en organisation där medarbetare ställer upp för varandra	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Jag anser att ärlighet är viktigt i min yrkesroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Appendix 2

### Frågor för face-to-face intervju på Arlanda

Intervjun syftar till att få en närmare inblick i hur ert värderingssystem kom till, ser ut och fungerar.

1. Berätta lite om Arlandas värderingar.
2. Varför valde Arlanda att ta fram enhetsspecifika värderingar (utan delaktighet från hela koncernen).
3. Varför togs beslutet att arbeta fram gemensamma värderingar
4. Genomfördes någon typ av förarbete, hur såg det ut
5. Hur arbetades värderingarna fram
6. Tycker du att detta tillvägagångssätt fungerade bra/som önskat.
7. Hur reagerade medarbetarna på tillvägagångssättet
8. När och hur implementerades de nya värderingarna
9. Tycker du detta sätt fungerade som önskat
10. Anser du att värderingarna har lett till förbättringar inom organisationen, varför/hur
11. Planerar ni att utföra utvärderingar av resultat i relation till det nya värderingssystemet.

## Appendix 3

### **Slutförslag koncernvärderingar**

- \* Professionella
- \* Aktiva
- \* Ansvarstagande

#### **Professionella**

- Vi är affärsmässiga
- Vi är resultatnriktade och tjänar pengar
- Vi är rädda om våra pengar
- Vi är kompetenta
- Vi är ambassadörer för vårt företag

#### **Aktiva**

- Vi är entusiastiska och ser möjligheter
- Vi är handlingskraftiga
- Vi är steget före
- Vi har mod att ifrågasätta
- Vi vågar annorlunda
- Vi genomför vad vi lovat

#### **Ansvarstagande**

- Vi tar ansvar för säkerheten
- Vi tar ansvar för miljön
- Vi tar ett personligt ansvar
- Vi tar ansvar för helheten
- Vi är ärliga och tydliga
- Vi ställer upp för varandra