

**The role and strategies used by line managers and leaders  
in the transmission and dissemination of organizational  
values within and beyond the organization.**

A CASE STUDY OF TWO INTERNATIONAL HUMANITARIAN ORGANIZATIONS

(Doctors without borders (MSF) Norway and UNICEF Norway)

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## **DEDICATION**

I dedicate this work to my mother Juliana Asoh and Father Amabo Martin Kubri (deceased).  
You birth me, cared for me, and have made me who I am; Words cannot express my feelings.  
I can only continue to love and cherish you mum.

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#### ABBREVIATIONS

UNICEF =	United Nations international children emergency fund.
MSF=	Médecins San Frontières
HR=	Human Resource
HRM=	Human Resource management
LMXT=	Leader member exchange theory
LMD=	Line manager Doctors without borders
LD=	Leader Doctors without borders
S1D=	Staff 1 Doctors without borders
S2D=	Staff 2 Doctors without borders
S3D=	Staff 3 Doctors without borders
LMU=	Line manager UNICEF
LU=	Leader UNICEF
S1U=	Staff 1 UNICEF
S2U=	Staff 2 UNICEF
SU3 =	Staff 3 UNICEF
NSD=	Norwegian Centre for data protection
MACOM=	Marketing and communication Department.

## ABBREVIATIONS

UNICEF =	United Nations international children emergency fund.
MSF=	Médecins San Frontières
HR=	Human Resource
HRM=	Human Resource management
LMXT=	Leader member exchange theory
LMD=	Line manager Doctorsn

## **ABSTRACT**

Organizational values are a contributing factor for the success of an organization. They provide a framework for decision-making, guide behaviour, and shape the culture of an organization. However, values are only effective if they are properly transmitted and disseminated throughout the organization. This thesis identifies and explores the strategies and methods that line managers and leaders employ in the transmission and dissemination of organizational values within and beyond the organization. It explores these strategies, the role played by line managers and leaders to effectively transmit and disseminate these values within and beyond the organization, and related challenges that they face in carrying out their daily activities become constituents of this study. Through a review of scholarly articles in this subject area supported by findings gotten through face-to-face interviews, observation and shadowing the research participants, the study identifies and elaborates on the various strategies used by line managers and leaders to transmit and disseminate organizational values. A conceptual framework on organizational values which includes importance of values for organizations, implementation of values works in organizations, and insights on the leader member exchange theory (LMXT) have guided this study to get to the findings in this study. Adopting a qualitative research method using face- to-face interviews, shadowing, and observation to carry out this investigation through face- to-face interviews, shadowing, and observation contributes to gathering quality data that is presented systematically applying thematic groupings to facilitate understanding and the discussions handled in this study.

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# 1 CHAPTER ONE

## 1 GENERAL INTRODUCTION

Organizational values are critical elements of organizational success. They help to guide behaviour and decision making of the organization. These values guide the work in the organization and shape the behaviour of members and employees in the organization (Askeland et al, 2020). Changing times have pushed organizations to invest in the HR department to ensure that their practices from hiring, recruitment, training, and career development processes are always infused with the values of the organization (Wilton, 2016). As organizations grow and expand in size, the need for division of labour and distinctive sets of specialization sets in with departments and departmental heads or line managers and leaders who are responsible for effective functioning of their departments. One of their responsibilities is the duty of transmitting and disseminating organizational values to their follower or subordinates within the organization and extending this beyond the organization. This can be effective if the line managers and leaders do a nice job by adopting good strategies and methods for transmitting and disseminating these values. This means that line managers and leaders play a critical role in the implementation of organizational values in their departments in the organization. They are responsible for ensuring that the values are well articulated and understood by all employees in their departments. Efficiency, effectiveness, and success of an organization lies in the power of its values, (core values, shared values, attributed values, and aspirational values). It is therefore incumbent on the line -managers and leaders to transmit, and disseminate these values to their employees in ways that can persuade the employees to internalise these values. (Hasenfeld, 1992). The key assumption is that internalization of values by employees leads to job satisfaction, commitment resulting to better performance of the employee and great productivity to the organization. To do this line managers and leaders need to explore strategies by which they can effectively transmit and disseminate these values for understanding and clarity.

The purpose of this study is to explore the strategies used by line managers and leaders for the transmission and dissemination of organizational values. The study also seeks to identify the

challenges faced by the line managers and leaders in this process. The research aims to contribute to existing knowledge in the subject of organizational values and their impact on organizational success.

Existing literature on organizational values presents values as being critical for organizational success as they define the culture of an organization, guide decision-making and behaviour of both the organization and its employees. The effective transmission and dissemination of these values by line managers and leaders is vital for the organization's performance.

This research project will make use of conceptual framework around values work for the organization within and beyond the organization, explore the strategies that line managers and leaders adopt for transmitting and disseminating organizational values with insights on the leader member exchange theory. In this light I will adopt a qualitative approach to investigate on these phenomena by formulating a research question that will guide my focus. The sample of the study will be an important consideration, research tools and ethical considerations are well thought off.

## 1.1 BACKGROUND OF THE STUDY

Values are the core principles and beliefs that guide the behaviour and decision making of individuals and organizations for the success of organizations themselves. Thus, values are an important consideration when hiring managers and leaders to work in an organization. This is because values serve as a compass for organizational culture, and how these values are transmitted and disseminated are critical for organizational success. The purpose of an organization and its practices are based on its values. Values are the foundation on which managers and leaders build their plans and approaches to growing the organization. This means that line managers and leaders play a crucial role in promoting and embedding organizational values. Values are facts and ideas that direct the organizations mission and vision. (Askeland et al., 2020) It is important for managers and leaders to understand the values of their organizations to be able to manage both the organization and her employees in ways that benefit both. Effective dissemination and transmission of values by line managers and leaders can enhance employee engagement and commitment, promote desirable behaviour, and improve productivity of employees for the good of their organizations. Values are a core construct of the normative structures of organizations which are translated into desirable and acceptable actions from individuals or/ groups that project the image of an organization. Values are therefore contributing factors in an organizations success that has a bearing on leaders and line-managers. Leaders are charged with the responsibility to find out

desirable organizational values and to seek ways of leading her followers with this in mind. One working definition state that “Values are individual and collective conceptions of desirable trans-situational behaviours, objectives and ideals, serving to guide or value practice” (Askeland et al., 2020). Leaders are carriers and implementers of organizational values as they frame the value standard for organizations by defining the boundaries of desirable and acceptable behaviours. How they effectively do this is the main concern of this project.

Leadership is paramount for the success of organizations and therefore an important resource for organizations. Leadership style has an unequivocal influence on the transmission and dissemination of organizational values for quality, commitment, and job satisfaction of employees at work. (Drewniak et al., 2020). This means that values are not independent of action thereby highlighting the crucial role of line managers and leaders in effectively transmitting and disseminating organizational values within and beyond the organization. Though the HR departments introduces the values of the organization to employees through job announcements and training, the rest of this process is left in the hands of the Line-managers and leaders. It is their responsibility to explore strategies to transmit, disseminate, and re-enforcing the values of the organization in the workplace regardless of the longevity of the employees. This will help employees to internalise these values and treat the organization as a personal asset. How values can be transmitted and disseminated to employees and the public to persuade them to internalise them for the benefit of the organization is the problem under investigation in this study.

Globalization, diversity and advancement in technology are a blessing to line managers and leaders though also posing as a challenge. Leadership plays a vital an active role in the success of an organization (Mussolino & Calabrò, 2014). This project sets out to investigate various strategies and methods by which values are transmitted and disseminated to help employees to internalise them and to get the attention of the public for the benefit of the organization?

## 1.2. RESEARCH QUESTION

This project uses a case study approach applying qualitative research methods to investigating how line-managers and leaders transmit and disseminate organizational values to their employees and to the public. My gaze is on the role and strategies used by line-managers and leaders in transmitting and disseminating the values of their organizations in ways that can

help their employees to internalise these values and foster commitment and to gain the interest of the public. The formulated research question is here written below:

1. How do line- managers and leaders transmit and disseminate organizational values within and beyond the organization and how does this foster employee commitment at work in the organization.

A Case study of two international humanitarian organizations in Norway (Doctors without borders known by its French acronym as MSF and UNICEF: United nations international children emergency fund) for the investigation. These two organizations work with international development work for the wellbeing of human-beings. The qualitative research method is adopted applying a purposive sampling technique using interviews, shadowing and observation for data collection, analysing and discussing the findings (Bryman, 2016).

### 1.3. PERSONAL MOTIVATION

The title of this article “Good Leaders Do the dirty job”(Lindheim, 2020) caught my attention. It made me curious to explore what kind of responsibilities a leader is charged with. Pondering on the role of leaders in families, communities, churches, groups, institutions, companies, and organizations has been the main motivation for me to carry out a research project in looking for the role of line managers and leaders and strategies used in transmitting and disseminating organization values within and beyond the organization. Since leadership styles play a great role in the way employees are managed and led in organizations (Quinn & McGrath, 1985) and how values guide and direct the leadership behaviour in organizations, I was motivated to find out how leaders and line managers transmit and disseminate organizational values to their employees in ways that can help them to internalise these values for the greatest success of the organization. A case study of two international organizations in Norway which are Doctors without borders (MSF Norway) and (UNICEF Norway)

### 1.4. RELEVANCE OF THIS INVESTIGATION TO COMMUNITY DEVELOPMENT

From the perspective of institutional theory organizations are embedded in geographical, social, economic, cultural, and legal environments (Hasenfeld, 1992). With this perspective in mind this study is very relevant to community development as line managers and leaders in the execution of their assignments must take these factors into consideration. Value congruence must take into consideration the societal structures in which the organization is embedded to achieve sustainability. The socio-cultural, socio-economic, political, and legal framework and

policies of a given society must play a vital role in the establishment of values in an organization to ensure correspondence of organizational values to the societal values. This of course will not be an impediment to the very goals, objectives and aims that the organization seeks to achieve. A careful alignment of all these surrounding factors with the values of the organization determines the very success and survival of the organizations. In addition, managers and leaders are those who carry out the day-to-day work of the organizations and are therefore responsible for the success of the organization. It is important that the line managers and leaders understand the values of their organizations and to disseminate these values to achieve commitment and job satisfaction. The line managers and leaders will do this by looking for strategies for disseminating and transmitting these values to both their employees and the public.

## 1.5 DEFINITION OF TERMS

The main terms to be defined here are terms from the research question in this project.

This will help clarify our understanding and guide us through this research journey. These terms include the term values, organizational values, strategies, transmission, and dissemination.

**1.5.1 Values:** Values are the fundamental beliefs and principles that guide an individual or a society's behaviour, decisions, and actions. They are deeply ingrained and can be considered as the foundation of moral code of persons and their worldview. Values revolves around concepts such as honesty, respect, integrity, empathy, responsibility, fairness, time consciousness, transparency, care, solidarity, and many others. The American psychological Association (APA) defines values as "A person's basic convictions about what is right and wrong, good, or bad, important, and unimportant (APA, 2020); see also (Rokeach, 1979). Another definition lay emphasis on values as principles or standards of behaviour. Ones judgement of what is important in life. This presents values as the basis for decision-making and helps individuals prioritize what is important to them (O'Connor, 2021).

**1.5.2 Organizational Values:** Organizational values are those guiding beliefs and principles that shape the behaviour and decision- making of organizations and its members (Coulter et al, 2017) These are the shared beliefs, customs and practices that define the culture and identity of an organization and provide a framework for decision-making and action and are often communicated through the mission and vision statement of organizations and often uses words such as integrity, teamwork, respect, and many others (Bourne & Jenkins, 2013).

Organizational values help in instituting the ethical and moral standards that guide the behaviour of employees and the organization in general. Values provide the framework for decision-making, guide behaviour and shape the organizations culture. They are those guiding beliefs and principles that shape behaviour for both employee and the organization. (Schein, 2010, P.25). Values serve as a way of differentiating and competition as they help in attracting and retaining employees and customers who share similar beliefs and principles (Kaptein & Wempe, 2000); see also (Yoon & Tello, 2009).

I have chosen the metaphors (Transmission and dissemination) of organizational values, based on my views on how I acquired the values that I uphold in life today. I became infused with values by learning the desirable modes of conduct through interaction with my family, my siblings, and friends. Socializing with colleagues at workplace in church in peer group and many other ways. Conceiving a research topic on organizational values, the metaphors (transmission and dissemination) came to my mind. With the understanding that organizations are infused with values, the question of how employees get acquainted to these values guided my choice of these two metaphors to find out how organizational values get to employees and to the outside public. I will define these metaphors using dictionary connotations and then relate them in the context of organizational values.

**1.5.3 Transmission:** Transmission originally refers to the process of transferring or conveying something from one place, person, or system to another. In communication arena means the sending of signals or messages from one device to another. It is the conveying of messages through time and space with the use of technology which enables people to have an exchange of information and ideas even when they are not physically present in the same location (Crowley & Heyer, 2018, p.21) It could also be the transfer of infectious agents from a reservoir to a susceptible host directly or indirectly through an intermediate host or vector or through the environment (Lloyd-Smith et al, 2005, p.684) In the context of values and transmitting organizational values, transmission is used as a metaphor referring to the process of communicating and sharing a set of beliefs, principles and behaviours that represent the core values of an organization to its members stakeholders and the wider community. (Alvesson et al., 2016), state that transmission of organizational values involves a wide range of mechanism such as communication. Transmission of organizational values in this sense means infecting employees with values of the organization where leadership plays a crucial role (Schein, 2010, p.28)



**1.5.4 Dissemination:** The Merriam-Webster dictionary defines dissemination as “the act or process of spreading something, especially information widely.”

While the Oxford languages define dissemination as the spreading of something, especially information or knowledge, widely in circulation and these two definitions share same idea. In the context of organizational values dissemination, it is a metaphor that refers to the spreading of information to the wide audience or community through various means such as publications, presentations, or social media platforms (Peterson & Barreto, 2018). In an organizational context, dissemination means the distribution and spreading of information about the organizational values. It is a way of targeting a wider audience and is an important tool for promoting and upholding the organizations values. It is an important factor of the knowledge management process (Damanpour & Schneider, 2009). Innovation and learning within the organization as a culture of sharing knowledge and collaboration is the product of dissemination (Hansen & Haas, 2001)

**1.5.5. Commitment:** The state or quality of being dedicated to pursue a cause, activity or a relationship is key factor in the context of interpersonal relationships, commitment defines stability and longevity (Rusbult et al., 2001). In organizational settings commitment is linked to job satisfaction, job performance and employee retention (Meyer et al., 2004)

**1.5.6 Job Satisfaction:** This is often linked to an individual’s overall positive or negative feelings about their work- and work-related experiences (Spector, 1985); see also (Spector, 1977). It is often a subjective assessment that matches needs, expectations, and values of individuals to job (Judge et al., 2005). It is an important factor for employee’s behaviour and attitudes such as job performance, turnover, and absenteeism (Judge et al. 2001). Many factors contribute to job satisfaction such as job autonomy, task, variety, opportunities for growth and development, social support, and fair compensation (Loher et al., 1985); (Weiss, 2002). Factors may vary from person to person depending on their characteristics, job type and the organizational context (Judge et al, 2005). Many theories such as the discrepancy theory that relates job satisfaction as the result of the gap between individuals’ expectations and the actual job experience (Locke, 1969) and the social exchange which brings out the role of reciprocity in shaping employee’s attitudes and behaviours (Blau, 1968). Summarily, job satisfaction is an important component for the well-being of employees and the functioning of the organization.

## 1.7. Presentation of the two case study organizations.

The two-case study for this project are international humanitarian organizations in Norway with focus in international development work. These two organizations have both won international recognition “The world’s most prestigious prize: the Nobel Peace prize awards” of 1965 by UNICEF and 1999 by doctors without borders known by its French acronym as MSF (MEDECINS SAN FRONTIERES known in Norway as LEGER UTEN GRENSER. While the acronym UNICEF stands for United Nations international children’s emergency fund (UNICEF, 2022) These two organizations also are regularly promoted by the annual TV-aksjonen (NRK) last time in 2022 (MSF) and 2017 UNICEF (UNICEF, 2022)

**1.6.1. Doctors without borders:** This is an international humanitarian organization that seeks to work and give assistance to people in crisis areas affected by war, natural disasters, epidemics, pandemics and who equally work with advocacy in areas where they notice human right abuses as they pursue their agenda to save lives. Reading from their fundraiser’s handbook, some of the values of the organization have been highlighted such as trust, honesty, respect, impartiality, independence, neutrality, care for patients, save lives, alleviate sufferings, advocacy, justice, freedom, social change, solidarity, “light a candle than curse the darkness”, protection and empowerment, fight for the protection of human dignity. They work in over 192 countries in the world and depend on fundings from private donors which makes it possible to stay true to their principles of neutrality, independence, and impartiality. They got NOK 500 million by private donors in 2021. (Leger Uten Grenser, 2021). The administrative unit is made up of many departments from which I choose one department to work with during my interview, observation, and shadowing. Their core values could be summarised as standing in solidarity and care giving to the vulnerable populations of the world in crisis areas by offering free medical care without discrimination and advocacy in these areas where they work in case of human right abuses. Their core principles being impartiality, independence, and neutrality. This explains why they do depend on fundings only from their members and donations from partners that have no power to control their activities (Médecins sans frontiers, 2021)

## 1.6.2. Presentation of the case study organization (UNICEF)

**UNICEF** is an acronym that stands for “United nations international children emergency fund.” It is an international humanitarian organization focusing on children and women in vulnerable situations. UNICEF is an independent humanitarian organization within the UN that works with

international development work for wellbeing of humans but does not receive fundings from the United Nations and governments over the world. All their fundings come from private individuals, companies, and organizations that choose to support them. They got NOK 150 million from private donors in 2022 (UNICEF, 2022). They work with the worlds disadvantaged children and adolescents to protect the rights of children everywhere. They support children's health and nutrition, providing safe water and sanitation, quality education and skill building. They work to prevent HIV and provide treatment for infected mothers and babies. They work for the protection of children and adolescents from violence and exploitation. They claim to be non-political and impartial. Never neutral in situations that demand defending children's rights and saving lives. Their mission is committed to providing children's needs despite complexities in these changing times. Protection of children from poverty and violence. Their core values are respect, care, integrity, trust, and accountability. The administrative department of UNICEF Norway with head office in Oslo has many departments out of which I choose one of these departments to work with. (UNICEF, 2022)

Presenting these two case study organizations is to help our understanding of the situation under investigation and to help align findings from the field with these two case study organizations in relation to theoretical and conceptual framework that will be presented in chapter two.

## 1.7. THESIS DISPOSITION

**Chapter one:** This chapter gives the general introduction and background of the study. An outline of the background stating the researcher's motivation for this project, it presents the relevance of the study for community development, the research problem and objectives, the research design is stated, methods for investigation and the scope of the project and summary.

### **Chapter Two: Theoretical and conceptual framework on values**

This chapter presents the theoretical and conceptual framework that will guide the researcher to focus and stay within the problem under investigation. Conceptual framework on values and utilizing insights from the Leader Member Exchange Theory (LMXT) on leadership that will review strategies used in transmitting and disseminating organizational values within and beyond the organization and how these can foster employee commitment and a chapter Summary.

**Chapter Three:** This chapter presents an in-depth study of the research design. The methods used for the collection of data, the tools and tasks spelled out, data collection procedures, ethical issues dealt with, interview guide and questions carefully thought of and written down. Organizing and scheduling for interviews, what to be observed, who to shadow observe, sample of the study, data analysis technique, validity and reliability of the study, limitation and delimitation of the study and a summary of this chapter.

**Chapter four:** This chapter deals with presentation of findings from the field.

This is the core of the project where data collected from the field is transcribed, analysed in terms of the theories presented. This chapter addresses the issue under investigation. The results of these findings are analysed to support the hypothesis stated in the project or back-down on the hypothesis.

**Chapter five:** This chapter presents a discussion on the findings presented in chapter four, in relation to theoretical and conceptual framework on values raising concerns to find out if theory and concepts support the findings or disagree with findings. Discusses the analysed data that answers the research questions under investigation. Summarising the identified strategies for disseminating, and transmitting organizational values and a summary

**Chapter six:** This chapter is the concluding chapter of this study that will begin with summary of the project, reflections, suggestions, recommendation for the two case- study organizations and a conclusion.

## CHAPTER TWO

# 2 THEORITICAL AND CONCEPTUAL FRAMEWORK.

## 2.1. Introduction

The use of a qualitative approach in research entails the analysis of text and other documents rather than focusing on statistics as argued by (Silverman, 2011) This research project applies a case study approach that makes use of semi structured interviews, observation, and shadowing for the collection of data. The study uses a deductive approach to research by applying a theoretical and conceptual framework to guide data collection and analysis. This research project seeks to find out how line-managers and leaders transmit and disseminate the values of their organizations to employees and the public and how this helps to boost employee commitment. A deductive approach (the use of theory and concepts) on values will help to narrow down selected literature to help guide the focus of this problem under investigation. This approach will clarify the validity of the hypothesis being tested. Here concepts on values guides the researcher to navigate through this project. These have been done with insides from “The leader member exchange theory (Graen & Uhl, 2013) and (Lindheim, 2021) on leadership. The study will use two case study organizations to gather experiences through data collection and fitting it on theory and concepts to see if a generalization can be established at the end of the project. This chapter will take three phases, presenting concepts on values, presenting the role and strategies used by line managers and leaders for the transmission of organizational values within and beyond the organization with insights from the “leader member exchange theory”. Defining key terms in the research question will be a nice way to begin this chapter.

## 2.2. DEFINITION OF KEY TERMS

2.2.1 Values: Value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence. A value system is an enduring organization of beliefs concerning preferable modes of conducts or end-states of existence along a continuum of relative importance. In this sense values are viewed as cognitive and affective. Cognitive is about the desirable and affective in that one feels emotional and behavioural in that it might influence behaviour

(Rokeach, 1968) This means that values are fundamental beliefs and principles guiding individuals and groups in their behaviour and decision making (Rokeach, 1973). Values are deeply ingrained and relatively stable over time and serve as the basis for evaluating attitudes, beliefs, and behaviours (Schwartz, 2012).

Values play a crucial role in shaping individuals' identity, motivation, and interpersonal relationships. They are often transmitted through socialization processes and cultural norms.

(Inglehart & Baker, 2000) and may be different in different societies and subcultures (Hofstede & Bond, 1984)

Values are the fundamental beliefs and principles that guide an individual or a society's behaviour, decisions, and actions. They are deeply ingrained and can be considered as the foundation of moral code of persons and their worldview. Values revolve around concepts such as honesty, respect, integrity, empathy, responsibility, fairness, time consciousness, transparency, care, and solidarity. The American Psychological Association (APA) defines values as "A person's basic convictions about what is right and wrong, good, or bad, important, and unimportant (Triandis, 1979)

**2.2.2 Organizational values:** Organizational values help in instituting the ethical and moral standards that guide the behaviour of employees and the organization in general. Values provide the framework for decision-making, guide behaviour and shape the organization's culture (Schein, 2010, P.25). This means that organizational values are guiding beliefs and principles that shape the behaviour and decision-making of organizations and its members. These are the shared beliefs, customs and practices that define the culture and identity of an organization and provide a framework for decision-making and action and are often communicated through the mission and vision statement of organizations and often use words such as integrity, teamwork, respect, and many others. (Schein, 2010)

Organizational values serve as a way of differentiating and competing as they help in attracting and retaining employees and customers who share similar beliefs and principles (Kaptein & Wempe, 2002) Values are an important component for organizational culture and behaviour. Bourne and Jenkins (2013) have done a great job of categorizing organizational values into four categories; espoused values forms, aspirational values forms, attributed values forms, and shared values forms which are the four pillars of an organization's culture and behaviour. These are the value forms that the organization at every given point seeks to transmit and disseminate.

## 2.3. THE IMPORTANCE OF VALUES TO ORGANIZATIONS

Values are norms, beliefs, myths, rituals, principles, laws which are generally accepted or considered desirable by a given society, institution, organization, community or by people in each geographical region bounded by law and social structure. This has implications at the societal level, within the organization and outside of the organization. Values creation in organizations is first to project the mission and vision of the organization. These are mostly expressed in the intended values of the organization which are the espoused and aspirational values. Aadland (2010) explains that intentionality is concerned with the “aboutness” of something directing the human mind to be focused. He expresses how humans can think, express their beliefs, ideas, hopes, fears, perceptions, and values. All these thoughts processes have intentions behind. The very conception of values in the organization is to communicate the “mind” of the organization to the world. “Mind -to -world” intentions of the espoused values with intentions of either provoking the world to see a need to act. Values emerge out of pockets of concerns, tying local concerns into a network action (Gehman et al., 2013). Values emerge out of pockets of concerns and knotting the concerns into network actions (Kivle, 2020). The performative power of values work that helps in institutional change in organization is the work of values (Vaccaro & Palazzo, 2015). They see values work as the daily realities of the organization.

### 2.3.1. Values work for the organization.

Values work for the organization in that, when translated into symbols, pictures, artefacts they convey vividly the intentions behind these symbols. The “world-to-mind” narratives of (Aadland, 2010) comes to play and resources can quickly be assembled towards achieving the very objectives espoused in the mission and vision statements of the organization. The semiotic tools for communicating and circulating values are done using metaphoric language, signs, pictures, and symbols. Mirroring the organizational values through the lens of the societal, political, economic, and environmental structures within which the organization is embedded is one of the essential work of values in general for the organization (Kivle, 2020).

Values in an organization are “sayings” and “doings” that communicate the desirable actions and behaviours (Kivle, 2020). She further shed light on values work in organizations by suggesting four mechanisms of values work which are: pockets of concern, knotting the concerns, performing values practice, and circulating values. The everyday performances, value

practices, the articulation of an organizational practice and the accomplishments of what is considered good is the work of values (Espedal, 2020). Structures and practices that creates an organizational culture is handed down through generations (Greenwood et al, 2008, p.7; (Suddaby & Greenwood, 2009); see also (Greenwood et al, 2014). This legitimacy is both internal and external as values creation takes into consideration it social and environmental structures. This depends on congruence within members through socialization and as they internalise the values and align themselves within the moral code. (Askeland 2020).

Gehman and Colleagues (2013) envisage values work in organizations based on the performative view of values. Values seen as the “sayings “and “doings” that seeks to express what is normatively right and wrong, good, or bad for its own sake. Vaccaro and Palazzo (2015) go beyond Gehman to define values work as the daily realities achieved by members of the organization. While (Schwartz,2012) sees values work as the motivational factor for action taking.

Espedal and Carlsen (2021) in the article “Don’t pass them by” portray values work as moral inquiry and moral agency. Nilsson (2015) and Selznick (2008) look at values as “sayings” and “doings” in organizations. Stories provoke a two-way reaction and a sense of replicating action to serve same purpose (Espedal & Carlsen, 2021)

These values though having much meaning to the internal members of the organization, its main interest is to call the attention of the outside world to issues happenings around (Askeland 2020). This provokes emotions to see a felt need for action in development work for the community (Bhattacharyya, 1995). In addition, (Espedal & Carlsen, 2021; Lawrence & Suddaby, 2006), that artifacts, symbols, pictures, objects and stories that communicate values of organization captures quick attention from the public and serve as items of identification for the outside public.

Though values work is crucial in the organizations, they are not independent of action. It will be senseless to present the importance of values in the organization without looking at who implements values work. This will complement how values are created, the work they do and how these values are communicated to gain both the interest of the employee in the organization and the outside public to act in solving issues that occur around them and the world at large. The paragraphs that follow will present who does the values work in organizations.



## 2.4. IMPLEMENTING VALUES WORK IN ORGANIZATIONS.

Values work in organizations are not invisible actions that occur by chance. There must be someone behind the existence and survival of values in the organizations and who does the values work in organizations. The subsequent paragraphs will look at how values come about in organizations and who does the job of transmitting and disseminating these values in organizations. Leadership is a crucial factor in disseminating organizational values. Values are either created by founders of an organization or by the top executive of an organization as they have the ability and power to do so (Bourne & Jenkins, 2013). Many scholars do agree with the ideas of Bourne and Jenkins especially Selznick in his article on institutional leadership where he states that leadership aims at fuelling the organization with values (Selznick 1957; see also Selznick, 1988). Leaders are charged with responsibilities of identifying desirable organizational values and to seek measures or strategies for implementing them (Askeland et al, 2020, pp. 18-20). They highlight that leaders contribute to implement values work as they focus on values and ethical considerations to frame value standards that guide behaviour as well as setting boundaries (limits for types of behaviours deemed undesirable in the organization). Leaders play an important role in cementing the ideologies of their organizations. Example faith-based institutions. (Askeland, 2014; see also Kraatz, 2009) on their part see leaders as both the agent of institutionalism, defender, and steward of organizations as a living social entity. This means that values work performed by leaders have implications for legitimizing, governing, and affecting change in organizations thereby agreeing with Selznick.

Espedal and Carlsen (2020), explain the notion of core values residing independent of action. This holds managers and leaders to task as they work to discover, communicate, and transmit these values to followers and the outside stakeholders with clarity and making followers have a clear understanding. Grojean and colleagues (2004) lay emphasis on this by uttering that leaders are the primary movers and articulators of values as forming part of “value management” An example; Dalpiaz and Di Stefano (2018) supports this notion as they hold that leaders are the prime actors in influencing values work. He re-iterates the role of leadership by re-echoing the definition of (Yukl & Mahsud, 2010) who see leadership as a process of influencing others to understand and agree about what needs to be done and “how” to do it, and the process of facilitating individuals and collective efforts to accomplish objectives. In this light I agree with scholars who see leaders as carriers, architects, facilitators, prime actors and

implementors of organizational values. Schein, (2010) argues that leaders are the main architects of organizational culture and that the kind of leadership in an organization is determined by the cultural framework. He states that to be influential in shaping the behaviour and values of others, then leadership is in action. The paragraphs that follow will present strategies used by line managers and leaders in transmitting and disseminating values within and beyond the organization.

## 2.5. STRATEGIES USED BY LINE MANAGERS AND LEADERS FOR TRANSMITTING AND DISSEMINATING ORGANIZATIONAL VALUES WITHIN AND BEYOND THE ORGANIZATION.

The problem under investigation in this study is finding out how Line managers and leaders do the values work in organizations. How do they effectively disseminate and transmit values to their employees in ways that employees can internalise these values to foster commitment and productivity for the benefit of the organization both within and beyond the organization. This will mean the vertical and horizontal flow of values within and without the organization. To realise this, leaders must first and foremost begin with themselves considering who they are and what is expected of them and how to help gain followers commitment is presented in the subsequent paragraphs below:

**2.5.1 Leadership and behaviour modelling:** Leadership is a crucial factor in disseminating and transmitting organizational values as they act as role models for their followers. They can influence behaviour and attitudes of their subordinates. Servant leadership with transactional and transformational impetus (Hartog et al, 2015); see also (Hartog, 2015) are the bases of getting insights of the leader member exchange theory as the platform for effective transmission and dissemination of organizational values. Transactional in the sense that the follower signs and fulfils his employment contract with task descriptions and transformational in that the newly employed worker quickly learns from his leader and colleagues through socialization and transforms by aligning himself to the culture of the organization. Line managers and leaders are key players in transmitting and disseminating organizational values as they have direct contact with followers and have the duty to implement policies and procedures (Boxall & Macky, 2009).

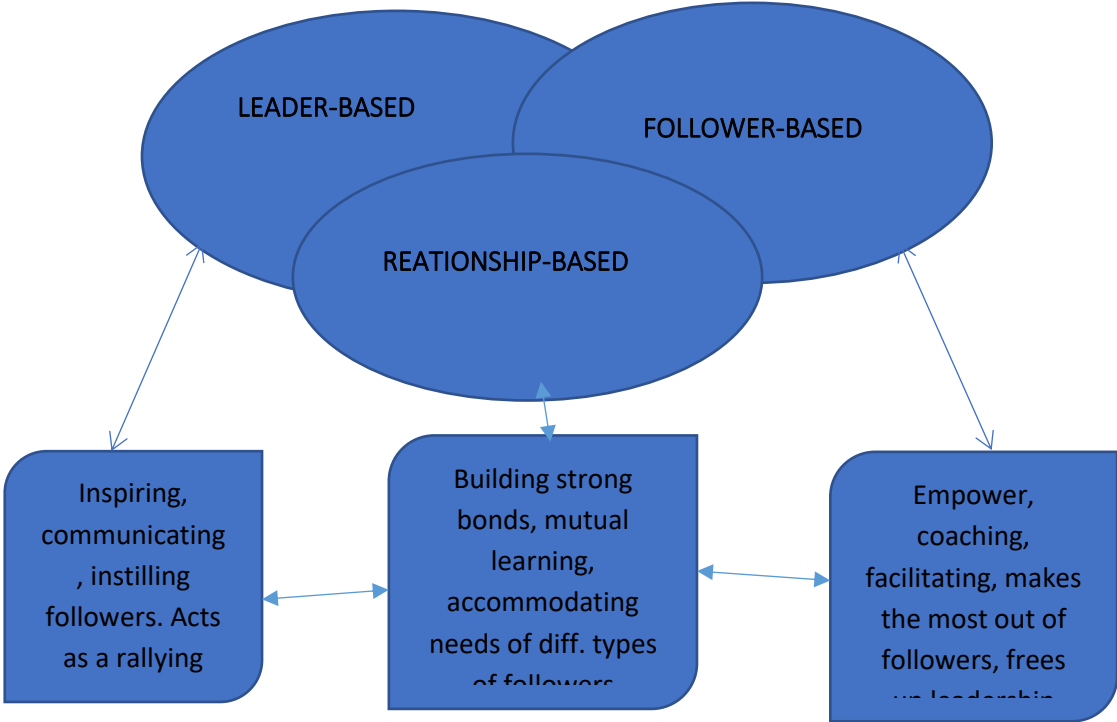
Leading by example demonstrates the desired behaviours that they themselves want to see in the organization. This is also known as the “tone at the top” approach where leaders actions, behaviour and attitudes shape the culture of the organization (Denison & Mishra, 1995).

### 2.5.2 Building quality relationships as both a component for employee commitment and a strategy for the transmission and dissemination of organizational values within and beyond the organization

With insights from the «Leader Member Exchange Theory” which seeks to explain leadership as a relationship between leader, follower, and the relationship between them, thereby distancing itself from leadership theories that have looked at leadership only in terms of supervisory characteristics (Graen & Uhl-Bien, 1995) could be a good strategy to be adopted. This is one of the guides implored in this study to investigate how line-managers and leaders transmit and disseminate organizational values within and beyond the organization. This theory is important for this thesis as its adoption stresses the importance of quality relationships between line managers, leaders and the relationship that exist between them. Graen and Uhl, (2013) stress that a taxonomy that includes the multi-faceted nature of leadership situations is important. They suggest that one way to do this is to adopt other levels in leadership, avoiding the dyadic model that focuses only on the leader and follower but to adopt the three levels where the leader, follower and the relationship is developed. A three facets taxonomy of relationships are developed which exist within an entity to gain commitment, trust, honesty, respect, and job satisfaction. These three phenomena are leader, follower, and the relationship that exist between them. When these three phenomena operate simultaneously within an organization, then concepts of effective or ineffective leadership can be highlighted. To pay more attention to levels of leadership, will increase clarity, understanding and creativity in organizations and this is more visible in organizational leadership (Klein et al., 1994). Graen & Uhl strongly believe that adopting these facets of followers and the relationships to leadership are very beneficial to leaders in the transmission and dissemination of organizational values within and without the organization. In the leader member approach to leadership, interactive communication patterns occur and leader-follower value agreement. High-level relationship yields subordinates loyalty, mutual trust, respect, and fulfilment of obligations. The Leader member exchange has a positive impact on job satisfaction, organizational commitment, innovation, empowerment, and career progress (Graen and Uhl, 2013). This encourages line managers and leaders to work with employees or followers on a one-to-one basis to develop high quality relationships that can

translate into partnership with each other. When relationship quality becomes high, it transcends the level of matured relations into “matured partnership”. High quality interactions (relationships) can expand beyond immediate groupwork to establishing network systems out of the organization to the advantage of the organization. This gives the transactional and transformational impetus of the leader member exchange theory. The notion of material exchange (transactional) that can fulfil the employment contract as well as involving the social and psychological exchange (transformational) is an important constituent of the Leader member exchange as it shows that a greater number of social exchanges in partnership, relationships end up experiencing a transformation (Bass, 1990)

FIGURE 1. THE LEADER, MEMBER EXCHANGE RELATIONSHIP



This diagram is my own product inspired by (Graen & Uhl, 1995)

From the diagram above, looking from the perspective of leader-based, the behaviour of the leader is establishing and communicating vision, inspiring, instilling pride to her followers. The advantage here is that the leader acts as a rallying point for the organizations. The leader here creates a common ground for the understanding of mission and values and can initiate actions. From the perspective of the follower-based, behaviours of empowering, coaching, facilitating and giving up control is visible. The advantage here is that the most is made of followers' capabilities and frees up leaders for other responsibilities.

From the perspective of relationship-based, the behaviour here is building strong bonds of relationships with followers, mutual learning, and accommodation. The advantage with this approach is that it helps in accommodating differing needs of subordinates and can elicit superior work from different types of people. When these three phenomena are simultaneously working together in an organization then it is a strategy to get any other aspect of value transmission, and dissemination to flow.

### 2.5.3 Communication as a strategy for value transmission and dissemination by line managers and leaders.

Value transmission and dissemination involves the use of language. Effective communication is essential for value transmission and dissemination. It helps to create a clear and shared understanding of organizational values and gives a sense of purpose amongst and within employees and beyond the organization. (Coppola et al., 2018), Regular channels of communication such as company websites, meetings, newsletters, and emails (Schein, 2010) are some examples. Communication can take many different forms either written, oral, and the use of artifacts, storytelling, drawings, and symbols that seek to transmit the values of an organization. Some aspects of communication by which values can be disseminated and transmitted are explained below:

#### **a) Socialization as a communication strategy for value transmission and dissemination in organizations.**

Bauer et al., (2007) states that, new employees become socialised in the organization to become insiders or members. They do this by learning what is required of them through asking questions, studying documents and other methods that could be messages, content letters and other channels used in dissemination of information(values). The new employees are taught how to do things which are values being transmitted directly or indirectly to new employees

while reminding old employees and (Hess 1993). They also say that the purpose of the process of socialization is to match employees' styles, behaviour, morals, and objectives to those of the organization. The leader member exchange serves as a platform for this activity. Sometimes organizational values may take into consideration individuals' values, but most often organizational values are forced on the employees if they were constructed by the founding members. In this way the employees are bound to follow the beliefs and practice these at workplace (Fitzgerald & Desjardins, 2004; Shockley-Zalabak & Morley, 1989).

**(b) Training and development programmes as a strategy for value transmission and dissemination in the organization.**

Internalization of information and organizational values is the hope and goal of training new employees. Fitzgerald & Desjardins (2004) stress that the importance of internalising (embracing and making the core values of the organization as your own values) helps employees to gain commitment, job satisfaction and productivity and therefore recommends that training and orientation programs are important for teaching new employee's organizational cultures and values. Training and development programmes to instil organizational values and equip employees with the skills and knowledge to uphold these values (Ashforth et al., 2008). They add that organizations should be very intentional in consistently communicating their core values to employees. Managers and leaders could use workshops, seminars, coaching and mentoring programmes (Cameron et al., 2022); see also (Cameron & Quinn, 2011) to communicate organizational values. Bourne and Jenkins, (2013) also emphasis that the process of socialization in organization is very important for the transmission of organizational core values. They add that person-organization fit is a product of training, socialization, and consistent reminder of the intended values of the organization to employees. This process helps to match the employees' values to the core values of the organization thereby increasing commitment and fostering the brand image of the organization as the employees act as grand ambassadors to their organizations. Chatman (1989) states that transferring organizational values and cultures takes into consideration human resource management processes, socialization, cultural hubs, exemplary employees, workshops, internal and external communication (Sundström, 2014).

**c) Onboarding, orientation, and mentorship programmes as strategies for transmitting and disseminating organizational values within and beyond the organization.**

This are programmes during which line managers and leaders introduce new employees to the organizations culture, norms beliefs, values, and the limits to undesirable behaviour in the organization. Examples of expected behaviours, communicating and setting clear expectations and reinforcing the mission and vision statements of the organization (G. Chao et al., 1994)

**d) Storytelling as a strategy for value transmission and dissemination in organizations**

Espedal and Carlsen highlight the effect of storytelling as a means of transmitting values. When stories are told to newcomers, it has the purpose of reflecting the “why” existence of the organization. Line managers and leaders use stories to create active memories that reconstitutes the organization over-time. The employees themselves use these stories to motivate each other and to get their audience to see a need for action either moral or financial. Leaders can also use storytelling to convey organizational history, values, and culture of the organization to employees irrespective of how these values came to being (Boje, 1991).

**e) Drawings, symbols, logos, and artifacts as a strategy for value transmission within and beyond the organization.**

Schein, (2010) comes up with root metaphors, and that integrating symbols brings out the ways that groups evolve to associate themselves with certain characteristics which get embodied in buildings, office layouts and other material artifacts of the group that communicate values. He further adds that rituals and celebrations, which shows how groups celebrate key events that reflect important values or important “passages” by members. For example, promotion, completion of important projects or tasks or milestone. Schein sees the process of socialization and acculturation as the passing down (transmission) of group culture to new members and argues that this process for new members is to get the rules of behaviours taught whereas what is in the heart of culture is not revealed to the new members unless they gain permanent status and allowed into the inner circles of the group where group secrets then are shared. He adds that values could be transferred through the artifacts, technology and products, myths and visible rituals and ceremonies. There is a teaching process that goes on in organization when it comes to transmitting and disseminating values just that it isn’t formal, but it goes unnoticed. To crown this all is to say that language is the pivot for communicating values in organizations. Language covers pictures, drawings, symbols, artefacts, and logos which are non-oral communication tools as well as written and oral communication.

#### 2.5.4 Rewards and deterrents systems as a strategy for value transmission and dissemination within and beyond the organization

Reward and deterrents system are powerful mechanisms that line managers and leaders use in promoting, reinforcing, maintaining, and transmitting and disseminating organizational values within and beyond the organization. These are tangible gifts handed to employees for the work they do in the organization. This could be done through bonuses, recognition, promotion, incentives, and celebration of a milestone (Armstrong & Taylor, 2014, P.5). Implementing the reward system in an effective and strategic way would be a good strategy for transmitting and disseminating organizational values within and beyond the organization. This strategy can quickly disseminate values beyond as those recognized become ambassadors for those values in their interactions within and out of the organization(Armstrong & Taylor, 2020). Reward systems that incentivise and rewards behaviour that aligns with organizational values can help line managers and leaders in effectively transmitting values within and beyond the organization (Latham and Pinder, 2005, P. 194); see also (Latham & Locke, 2008). Punishment serves as a deterrent to other employees and achieves the goal of correcting behaviour and employee engagement.

#### 2.5.6 Engaging in corporate social responsibility initiatives as a strategy for transmitting and disseminating organizational values within and beyond the organization.

Line managers and leaders take responsible actions in contributing to the wellbeing of both the residents within which the organization is embedded and involving in environmentally sustainable engagements of the community within which they belong (Carroll, 1991). By doing these they demonstrate their commitment to social responsibility and communicating their values to external stakeholders in this way. Embedding corporate social responsibility into the organizations culture will help to transmit and disseminate organizational values within and beyond the organization. This means a consistent involvement of the leaders and followers in activities that encourage social and environmental sustainability (Mohr et al., 2001) not being forced to do so. When organizations take the lead to do so in the communities where the organization is embedded, then their values are easily transmitted and disseminated within and beyond the organization (Mohr et al, 2001, p.32). Employee engagement in corporate social activities is an influential component for transmitting values and creating a sense of ownership in the employees in the organization (Carroll and Shabana, 2010, p.90).



Line managers and leaders who involve their followers in these activities (Kaler & Ruston, 2019) quickly achieve employee internalisation of values for work commitment. While collaboration with external stake holders such as customers, suppliers and local communities by line managers and leaders to be engaged in activities that support the wellbeing of people in the community and environmental protection is a good strategy adopted for the transmission and dissemination of values within and beyond the organization as argued by (Kaler, 2004, p.396). This can win reputation for the organization.

### **2.5.7 Servant leadership as both a component for employee commitment and strategy for transmitting and disseminating values within and beyond the organization.**

Leading by example serves as a model for both old and new employees. They set a tone for the organizations culture. Servant leadership is a philosophy which leaders lead their followers by means of example. Leaders are the first in the execution of task thereby serving others and employees, customers, and the community alike (Greenleaf, 2002). This leadership style can enhance a positive work culture in organizations and encourage employee commitment. When line managers and leaders manifest this type of leadership, they transmit values and inspire employees to learn and to do same and this can reinforce the behaviour they want to see in the organization and earn employee commitment (Liden et al., 2008). A study by (Del & Akbarpour, 2011) on a study carried out by Earnhart shows that servant leadership is a positive contributor to employee commitment and job satisfaction. To do this demands the effective presence of the leader at work and to be the one who sets the pace and direct activities and doing what must be done. In this way the leader is engaged and therefore invites his team to be engaged as well.

### **2.5.8 Humanitarianism as a strategy for transmitting and disseminating organizational values by line managers and leaders within and beyond the organization.**

Humanitarian activities can be used as a strategy for transmitting and disseminating organizational values through acts of generosity, showing compassion and empathy in the workplace which can lead to increase motivation, employee satisfaction and employee retention (Berman et al.,2017); see also (Post & Berman, 2017). Supporting charitable causes that align

with the organizations mission and values. This can show how committed the organization is towards social responsibility and community engagement(Gupta & Ogden, 2009) When line managers and leaders encourage their followers to take part in charitable activities within the organization by volunteering in activities of the organization, this can help foster a sense of teamwork and collaboration and aligning the organizations values (Shkoler & Tziner, 2020) Corporate philanthropy demonstrates the organizations commitment to social responsibility and its desire to make a positive contribution to the community. When this happens, it sends a message across stakeholders to see the organization as committed to its corporate responsibility values (Lee & Allen, 2016); see also (Kim et al., 2016).

In addition, charitable activities within the organization can help the employees in building team spirit and collaboration for a common goal (Kim & Kang, 2015).

**SUMMARY:** This chapter has worked with the concepts on values, shed light on the importance of values for the organizations. Insights on the leader member exchange theory has been explored which helps to lay down the platform on strategies and role of line managers leaders for effective dissemination and transmission of organizational values within and beyond the organization, and how these can foster employee commitment at work. The next chapter will present the methodology and research design adopted in this project and how it helps in the collection of data for this project.

### 3.

## CHAPTER THREE

### 3. RESEARCH DESIGN AND METHODOLOGY

Research design as mentioned earlier in chapter one is the theoretical analysis of the methods that are relevant to a field of study (Irny et al, 2005;(Irny & Rose, 2005) state that methodology is a general guideline for finding solutions to a research problem considering components such as tasks, methods, techniques, tools, and ethical considerations involved. This comprises the sampling techniques to be used, data collection procedure, approach to analyse the data collected, validity and reliability issues of the data. This project is a qualitative case study which adopts an ethnographic approach to investigate the transmission and dissemination of organizational values within and without the organization. Organizations are infused with values that are created by founders or by the top management and leadership. To understand how these values are transmitted and disseminated, I have designed a research project that will answer the following research questions:

#### 3.1 Research Question

How do line- managers and leaders transmit and disseminate organizational values within and beyond the organization and how does this foster employee commitment at work in the organization?

A Case study of two international humanitarian development organizations within the Oslo municipality in Norway (Doctors without borders Norway (MSF) and UNICEF Norway) are the two organizations that I work with to investigate the problem at stake.

#### 3.2. RESEARCH APPROACH

The qualitative way of investigating a problem which deals with the use of words is the approach adopted in this study to investigate the role of line managers and leaders, and the strategies by which they do transmit and disseminate the values of their organizations within and beyond the organization in their everyday activities. This means that stories of participants will be listened to. In this case the argument by (Bryman, 2016) for the use of words in qualitative approach is adhered to though choosing a method or an approach as argued by (Silverman, 2011; Silverman, 2020) depend on what the researcher sets out to investigate.

### 3.3. SAMPLING TECHNIQUE AND DATA COLLECTION PROCEDURE

Sampling in research refers to the selection of place and participants for data collection. It is an important part of a research project as data collected begins the process of generating theories or deducing from theory to generalizing conclusions. Considerations and careful thought about the nature of data to be collected are the guiding principles that have been considered before selecting the two organizations which is a purposive sample that will grant access to the respondents. This gives room for selecting respondents who hold line-manager and leadership positions and some of the employees in their organizations whose responses will seek to answer the research questions under investigation.(Strauss & Corbin, 1997); see also (Engward, 2013). The sample for this study is two selected organizations (Doctors without borders Norway and UNICEF Norway). The participants in this project are two line-managers and leaders each from the two selected organizations, two longest serving employees from each of the organizations, two young in experience employees each from the two organizations. Other samples include artifacts, the office, and symbols, pictures, drawings, dressing attire and colours, working documents such as folders, gadgets of these two organizations and the secondary data collection which scholarly articles and related literature. Considering the difficulties faced when recruiting participants for a research project, I recruited two organizations within which I choose two departments to conduct interviews and carry out shadowing and observations with respect to the time frame within which the project is to be submitted. This sample has helped the researcher to gather findings which have helped to answer the research question under investigation. I carried out several recruitments of participants as many recruited withdrew their consent in accordance with participants rights stated in the consent letter Norwegian centre for data protection (NSD) regulations for ethical considerations.

### 3.3. DATA COLLECTION METHOD

The qualitative research method is the approach used in this investigation. In this light, observation, shadowing, interviews, internet sources, public and official documents of the organization have been main sources of data (Bryman, 2016). This means that open questions and face to face conversations have been conducted to get information from participants. Observations and shadowing the line managers and leaders as they work with employees are

all ways I used in investigating and seeking to address the research question stated above. I choose the qualitative approach to investigating a case as it is best suitable in this area of research which deals with human interactions which are characteristics of social research. (Somekh & Lewin, 2011). Documents, organizational handbooks, and scholarly articles have contributed to the rich data collected for this project.

(Bless et al., 2006)The stress that « Scientific research is systematic and logical making the analogy to preparing questionnaire for data collection before gaining clear information about what type of information to be gathered would be a logical and systematic scientific approach» The researcher in this project borrows this knowledge and to apply it in a qualitative research approach to say that though it is a social research involving qualitative methods, some sequence is also of value. This helps the researcher in this project to have deep thoughts about the research area and what type of data to be collected that will help in answering the research question. In this way through a qualitative research, instruments of observation have been thought of such as recording tapes or stenographic pens for recording information from participants through interviews. What is to be observed and activities are well thought of beforehand. Interview questions were semi-structured as follow up questions could crop up in a face-face interview. The sample population and the interview questions have been well thought of and consent letters for the respondents prepared and served before the interview.

The primary method of collecting data is shadow observations, interviews particularly semi-structured and unstructured interviews and studying organizational documents such as organizational handbook and websites, reading scholarly articles from scholars who have written on this area of study and data gathered in this way also serves as primary data and adds to data collected during interviews, shadowing, and observation to form a rich source of primary data. These interviews conducted in a face-to face conversations where participants answered orally the questions asked while I tape recorded the responses that they gave. In this way in-depth interviews with the participants were conducted. About 10 questions were formulated with respect to the selected sample to be interviewed. These questions posed to the line managers and leaders of two selected international development organizations on humanitarianism, in the Oslo municipality in Norway. Five questions were also posed to three selected employees of each of these selected organizations whereby, two of the employees with high longevity and two with youngest working experience each in the organization. I shadow observed the line managers and leaders to see how they interact with their employees in a working day. The interview guide /questions are presented at the end of this study. The leaders and line managers were subject to shadow observation. This aspect has been crucial to this

project as it gave the opportunity for methods and strategies adopted to be observed and main area where the answers to the research questions are gotten. Participant observation and shadowing (Sirris et al., 2022) says that detailed collection of data using this aspect if well planned can be less intensive but rapid. I focused on specific situations where social phenomenon occurs with respect to the research question. Typical situations such as meetings, supervision of employees by leaders, how the working day begins, break periods, engagement, the sites observed, meeting rooms, common areas, physical environment, dress code for both. (Stake, 2010; Hyett et al., 2014). A tabulated table adopted from the work of (Lindheim, 2020) has been of great help as it delimited my gaze to specific aspects to be observed.

### 3.3.1 Shadowing and observation Table 1

#### **Observation and shadowing table for doctors without borders (MSF) Norway**

<b>Actor(s)</b>	<b>Activity</b>	<b>Time/Duration</b>	<b>Place</b>	<b>Content</b>	<b>Initiative</b>
<b>Leader and participants</b>	Movie time	10.00-10.20	Office	Suffering, war, no aid no shelter, poor nutrition	Stimulate emotions and provoke action.
<b>Researcher</b>	Snapshots	10.20-10.30	Office	artefacts and symbols.	Communication strategy for value dissemination
<b>Team</b>	Collecting working documents/ dressing	10.30-10.40	office	Tablets, pens Giro papers, jackets and badges.	Identification and information channel

<b>Team</b>	Walk together	10.40-17.00	Karl Johan's gate	Recruitment of members	Raising funds for the organization.
<b>Team</b>	break	15.00-15.30	MacDonalds	Break eating together	Motivate each other and to share ideas.
<b>Researcher</b>	observation	15.00-15.30	MacDonalds	Snapshots of working documents	Assembling data

These activities had details jotted down in my observation notebook. An example that could be found in my notebook is the movie time in the office with the employees together with the project leader and the field team leader with me inclusive. This activity on the table is movie time from 10.00am to 10.20 am, where the leader together with the participants with me inclusive watched a short movie in the office. This movie depicted children and adults running away from war and looking for shelter, no food, no medical aid. The initiative here is to stimulate emotions and provoke a need for action within the fundraisers to go out hipped with energy to get partners on board who can support this course thereby standing in solidarity with the vulnerable populations in crisis areas.

Tracing back on the method of data collection, (Lindheim, 2022) makes a very clear explanation on the importance of observation, shadowing, and interviews to guide the gaze of what must be observed so as not to lose focus and miss the point. She argues that shadowing is more actor oriented and makes the researcher focus on a given actor(s). This also guides the focus and directs the interest of the researcher in the specific actor to be shadowed and specific actions of the actor to gain more meaning when interviewing comes up.

Participant observation includes general observation of participants following activities, sites, dress code, communication, symbols, artefacts, working documents, pictures, logos (Lindheim, 2022). An alternative way of communicating is to say that ethnographic research on social phenomenon can bring about a very rich data collection provided observation, shadowing and interviewing are well conducted paying attention to specific actors and participants as well as the sites, activities, symbols, and artefacts. This is very relevant to this project as I observed and shadowed two-line managers and leaders each from two different humanitarian organizations in the Oslo municipality in Norway and three employees each

from these two different organizations within the Oslo municipality, to find out how they transmit and disseminate values of their organizations in the workplace to employees and outside to the public. The table below shows the specific areas of observation and interest as I shadowed the participants. The activities, the time these activities took place, who was the main actor at the time, where the activity took place and of what importance was that initiative.

### 3.3.2 Shadowing and Observation for UNICEF.

Table 2

<b>Actor(s)</b>	<b>Activity</b>	<b>Time/Duration</b>	<b>Place</b>	<b>Content</b>	<b>Initiative</b>
<b>Researcher</b>	Snapshots	10.20-10.30	Office	artefacts and symbols.	Communication strategy for transmission of values
<b>Team</b>	Collecting working documents / dressing	10.30-10.40	office	Tablets, pens Giro papers, jackets and	Identification and channels of information about the organization.
<b>Team</b>	Walk together	10.40-17.00	National theatre	Recruitment of members	Raising funds for the organization.
<b>Team</b>	break	15.00-15.30	Burger King restaurant	Break Eating together	To motivate each other and share ideas.
<b>Researcher</b>	observation	15.00-15.30	Burger King	Snapshots of working documents	Assembling data and artifacts



			restaurant		
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Another example of an activity on the observation chart on UNICEF is the activity from 10.30am to 10.40 am that shows how the team gets ready to go out of office by dressing with required dress code, getting their working documents such as pens, giro, tablets for recruitment of partners. The purpose of this activity is to prepare the fundraisers by identifying them on the field, and having information channels in case someone needs more information or prove of who they are. The iPad and badges carry inscriptions on them that communicate their values. I spent a total of 6 days on the field for both organizations observing and interviewing for clarity. I looked for specific situations as listed on the chat above and whatever caught my attention was noted down. In addition to this field observation, I paid particular attention to meetings, launch breaks, the supervision of employees at work sites. I equally focused my attention on the leaders, and employees as I shadowed them. I participated in some of the activities just to break the ice as it could be uncomfortable for participants to do their job in the presence of a stranger. (Fangen, 2010) describes this kind of participation as taking part in social activities that are not in context of my project. Both teams begin assembling in the office for warm-up exercises before going out to the field.

### 3.3.3 Interview table for doctors without borders (MSF).

Table 3

I have used the following acronyms to represent the participants for doctors without borders:

LMD = Line manager Doctors without borders

LD = Leader Doctors without borders

S1D, S2D, S3D = Staff 1 to 3 for doctors without borders.

Who	When	Where	Time	Activity
LMD	10/03/2023	Office	10:30-11:30	Conducting interviews 10 interview questions+
LD	10/03/2023	Office	11:40-12:25	10 interview questions
S1D	20/03/2023	residence	16:00- 17	5 interview questions +
S2D	29/03/2023	residence	15:00-16	5 interview questions +

S3D	30/03/2023	residence	16:00- 16:45	5 interview questions
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The table above shows who I interviewed at a particular time, the date of the interview and where I conducted the interview. These schedules are planned schedules by the participants depending on their availability and discretion of where they would like to be interviewed. I totally depended on them as I had no control over their activities and had no money to pay them for their time. This is the power of the participants and I had to follow. For anonymity purpose I have used job titles and have the participants for Doctors without borders by using numbers S1D, S2D, S3D for the three staff (fundraisers) interviewed.

Table 4

### 3.3.4 Interview table for UNICEF staff.

The following acronyms represents the participants for UNICEF:

LMU = Line manager UNICEF.

LU = Leader UNICEF

SIU, S2U, S3U = Staff 1 TO 3 UNICEF

Who	When	Where	Time	Activity
LMU	01/04/2023	National theatre(museum)	16:00- 17:00	Conducting interview 10+ questions
LU	10/04/2023	residence	16:00- 17:15	Conducting interview 10+ questions
S1U	10/04/2023	residence	14:30- 15:30	Conducting interviews through phone calls. 5+questions
S2U	15/04/2023	residence	17:00- 18:00	Conducting interview through phone calls 5+ questions
S3U	16/04/2023	residence	16:00- 17:00	Conducting interview 5+ question

I have used job titles attaching initials of their organizations and addressing the staff using letters and numbers S1U, S2U and S3U for UNICEF employees interviewed. This is because I used a snow-ball approach to get the respondents as the organization only gave a go ahead to work with them without assigning persons that I had to work with. In this light the duty of confidentiality and identity protection is adhered to.

Interview as a method of data collection is very suitable for investigating on a case study. This is because during interviews the researcher could get in-depth information from respondents as they express their opinions. It also gave the researcher the opportunity to ask follow-up questions for better understanding. My physical presence helped in the validity of the study as interview questions are presented to participants only at the time of this activity to get natural and un-doctored responses. I prepared semi structured questions for the participants but some unstructured questions for clarity came up during this process. I interviewed two line-managers, two project leaders, and three employees from each of the organizations. A total of 10 persons were interviewed. 10 questions to two-line managers and two leaders on two separate days. Five questions to three employees each, one field leader, one experienced and one newly recruited employee of the two organizations on separate days. I made sure that I gave room for the participants to respond to the questions without interfering but guarded that they did not derail from the question asked. This aspect of collecting data was so inspiring as other questions came up during the interview process for clarification. Some parts of the research question started being addressed.

### 3.4. PROCEDURE FOR DATA ANALYSIS

After observation and shadowing I did a preliminary analysis to find out how far my research questions were being addressed. I reframed some of the semi structured questions to get responses from participants on the list awaiting to be interviewed. I listened to audio tapes during the observation, shadowing, and interviews and tried to understand the responses from the participants and themes that developed as they responded. I Equally listened to myself paying attention to the way I framed the questions. This helped me to understand the reasons for the follow-up questions that came up during the activity. After listening to the tapes I had to transcribe the responses from the audio tape and saved the tape recorder in a locked cupboard out of reach of any other persons in my home. This is because I had intentions of listening to it in case there is a mixed up somewhere during analysis of the data and discussion. I planned to delete every audio tape immediately my project is approved and submitted.

As earlier mentioned above, I will anonymise my participants to protect their identity. I will equally make sure that any information that can give a clue of who a participant is avoided.

### 3.5 VALIDITY AND RELIABILITY OF THE DATA AND THE STUDY.

Validity is about the extent to which the study measures what it is intended to measure, and reliability is about consistency of the results over time and across different observers, (Graham, 2012).

The study that investigates the role of line managers and leaders and the strategies used in transmitting and disseminating organizational values within and beyond the organization ensures validity of the study by looking at the content whereby the research question was formulated, examined, and re-examined by my supervisor and an expert in research methodology from my institution to make sure that the research question met the standard of a research question. The methodology which is a qualitative approach with use of face-face interviews, shadowing participants and observation with a purposive sample drawn from two international humanitarian organizations in the Oslo municipality in Norway and data collected and analysed thematically to answer the research question has contributed greatly to the validity of the study. Validity has been looked at from different angles as seen below:

**3.5.1. Content validity:** The research question designed to align with objective of the study. The researcher made sure that the study measured up to its intentions through the help of experts who reviewed the research question to make sure that the question was relevant and understandable.

**3.5.2. Construct validity:** I made sure that the interest of the issue under investigation was prioritized whereby the research design took into consideration theoretical and conceptual framework on the areas of values and leadership.

**3.5.3. Internal validity** was ensured by using the appropriate research design which is the case study design for investigating social phenomena. My physical presence on the field to collect data adds to the validity of the study.

**3.5.4. External validity:** I used two different organizations with two departments to make sure that results can be generalized to other organizations within the same domain. The study can also be compared with previous studies. The result of this study can be applicable to other humanitarian and profit-making organizations. The result of this study can be applied large and small groups and across regions in different organizations.

3.5.5. Reliability: This stems from the fact that I used a consistent research design, data collection methods and data analysis techniques to ensure that the results are consistent over time. The study's reliability stems from the fact that the methods and approaches I use in the investigation are consistent and can be repeated with clear questions and consistently administered across the respondents/participants selected for the study.

### 3.6. LIMITATION AND DELIMITATION

This study is carried out within two organizations in the Oslo municipality in Norway. Two line-managers/leaders with three employees each interviewed, shadowing participants, and the working space observed to find out methods and strategies of disseminating and transmitting the values of an organization. This study has paid more attention to the strategies used in transmitting and disseminating organizational values to employees and its audience. This brings up sub-teams which includes importance of values to organizations, leadership role and strategies/methods of disseminating and transmitting values to employees and the public. I worked with two departments (fundraising) in the two selected humanitarian organizations and within these two departments focusing only on the role and strategies used by line managers and leaders in transmitting and disseminating organizational values to employees and the public. I have also limited the study to concepts around values such as the importance of values to organizations, the role of leadership and strategies by which line managers and leaders use to transmit and disseminate organizational values within and beyond the organization. Insights from the leader member exchange theory which further narrowed and guided my focus in this study. In addition, the project had a time frame of five months which I further tried to schedule a duration of thirty days per chapter.

Delimitation of this study is that the researcher has not worked with other profit-making organizations, faith based non-profit organizations, behavioural patterns of leaders and employee performance, the researcher has only worked with two international humanitarian organizations in Norway, comparing humanitarian and profit-making organizations and the role of the human resource management, and Top managers of organizations have not been part of this study.

### 3.7. ETHICAL CONSIDERATION

Qualitative research is always challenging with regards to data collection as it deals with humans and their voices or opinions. This constitutes risks and threats both to the research and the participants. In this light external controls and frameworks have been put in place to protect researchers and participants in the data collection face. The most frequently raised concerns are issues of coding, consent, confidentiality, and trust. In this study, a consent letter was prepared and approved by Norwegian centre for data protection (NSD). This was sent to the different participants for them to read and understand before the interview. I was bound with the duty to explain to the participants the reasons for the observation, shadowing as well as interviews and the assurance of the security of their identity. This helped them dish out information freely (Silverman, 2020). The duty of confidentiality for the participants was guaranteed by using the acronyms as seen on the interview table as well as not specifying directly which of the line managers and leaders as the Marketing and Communication (MACOM) departments in these two organizations have many line managers and even the fundraising departments with many branch leaders. In this way the participant's identity has been kept anonymous.

## 4. PRESENTATION OF FINDINGS (DATA COLLECTED FROM THE FIELD)

### 4.1 INTRODUCTION.

This chapter will focus on the presentation of data collected from the field during shadowing and participants observation, interviews and artefacts observed during office observation. The data has been transcribed and bulk reduced as I picked out only what is relevant and needed for this project. As earlier mentioned, the duty of confidentiality and protection of participants' identity is of paramount importance in this chapter. I have chosen to anonymise my participants by using numbers and letters to represent them or job titles to represent them such as

LMD =Line manager Doctors without borders.

LD= Leader Doctors without borders.

S1D= Staff 1 Doctors without borders.

S2D= Staff 2 Doctors without borders.

SID= Staff 3 Doctors without borders

LMU= Line manager UNICEF

LU = Leader UNICEF

S1U= Staff 1 UNICEF

S2U=Staff 2 UNICEF

S3U= Staff 3 UNICEF

The case study organizations will also be presented followed by presentation of data collected from the field.

(Patton, 2002; Patton, 2014) suggest three ways of data presentation and analysis that seeks to show the activities that take place during the process of assembling the data, presenting, and analysing. These include data transcription and reduction, data display and logical conclusion. Data reduction by Patton is the process of selecting, focusing, simplifying, abstracting, and transforming the data that has been collected through written material or audio tapes (transcriptions) during fieldwork. In a qualitative study, this process of data reduction is continuous either by means of short notes, coding, testing, teasing out themes and making cluster groupings that simplifies the displaying of data collected. By data display Patton seeks to talk about the different matrices, graphs, charts, and network used in assembling the organized information into accessible and solid form such that the work can be read and

understood by any analyst to draw justifiable conclusions or do further research. The conclusion is an activity for both the researcher and the reader of this work. I am bound to make conclusions following what I have found out from the investigation. If my findings have answered my research questions or not (Patton, 2014).

To get a better understanding of the data presentation and analysis, will be a nice idea to first present the case-study organizations briefly.

#### 4.2 Presentation of the two case study organizations.

The two-case study for this project are international humanitarian organizations in Norway with focus in international development work. These two organizations have both won international recognition “The world’s most prestigious prize: the Nobel Peace prize awards” of 1965 by UNICEF and 1999 by doctors without borders known by its French acronym as MSF (Médecins San Frontières) and known in Norway as Leger Uten Grenser. While the acronym UNICEF stands for United Nations international children’s emergency fund. These two organizations also regularly promoted by the annual TV- aksjonen (NRK) last time in 2022 (MSF) and 2017 UNICEF (UNICEF, 2022). These findings are grouped in a way that seeks to address the research question in parts; The role and strategies used by line managers and leaders in transmitting and disseminating organizational values within the organization, beyond the organization, building quality relationship as a strategy for transmitting and disseminating organizational values and as a component for employee commitment at work in the organization.

#### 4.3 The role of line managers and leaders and strategies used in transmitting and disseminating organizational values within the organization.

Line managers and leaders are key actors in finding ways by which they can effectively transmit and disseminate organizational values within and beyond the organizations. They are those who have a direct day to day contact with the employees and are therefore responsible for the growth and development of their followers. Data collected from the field presents the following strategies for transmitting and disseminating organizational values within and beyond the organization which seeks to address research question under investigation. I have categorised the findings as strategies within the organization, strategies beyond the organization, and components for employee commitment as Seen in findings presented below:

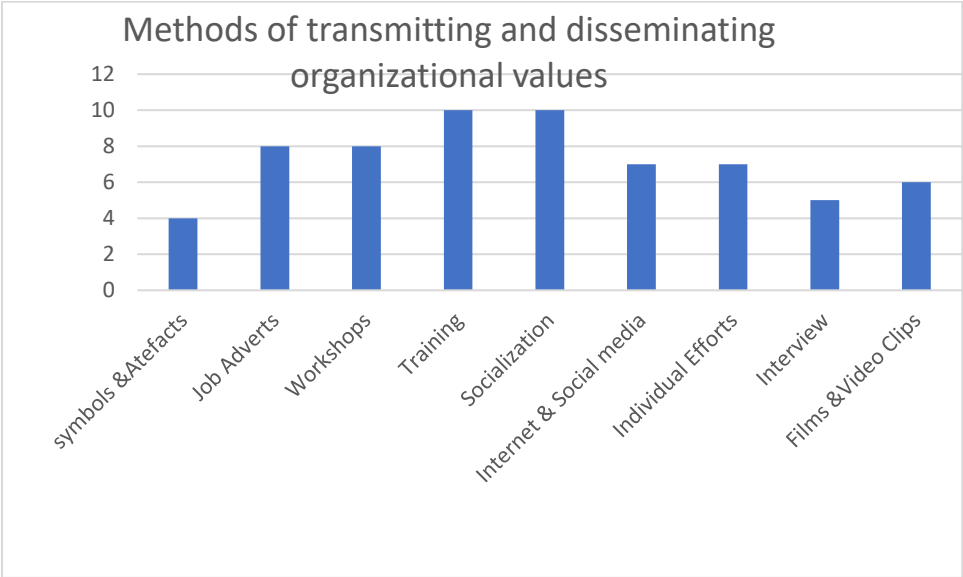


4.3.1 Communication as a strategy for value transmission and dissemination by line managers and leaders within the organization.

Communication is a vital tool for the transmission of values within and beyond the organization and can be done in many ways as seen on the chart below and explanation here after.

The findings from the two organizations on communication as a strategy have been combined. On the chart below different communication strategies came from the findings but for convenience I combined them on one chart to present a general picture of the different communication strategies used by line managers and leaders. From the chart below internal communication strategies such as socialization, workshop, training, interview, individual efforts, short video clips, artifact and symbols, though other strategies may include storytelling while job advert, internet, social media apps, films, and video clips. New information on strategies for external communication also include charity and rewards systems as the participants responses presented below will show:

Respondent 0-12



The figure above presents the strategies by which line managers and leaders transmit and disseminate organizational values both within and beyond the organization.

2. How do line- managers and leaders transmit and disseminate organizational values within and beyond the organization.

This is crucial to the problem under investigation as the study seeks to find out possible strategies for transmitting and disseminating organizational values within and beyond the organization. The chart above presents findings that indicate various ways by which values are transmitted and disseminated. These are findings from the two case study organizations combined as they had to respond to the same questions. Line managers and leaders use written, oral language, pictures, symbols, and artefacts to communicate values as shown on the chart. The use of the internet to read on websites, to watch short video projections, video clips, social media platforms for the dissemination of values.

#### 4.3.2. Socialization avenues for values communication as strategy for transmitting and disseminating organizational values within the organization and a component for employee commitment.

Seven respondents expressed that workshops helped them understand the values of their organizations. All ten respondents made mention of the fact that they learnt about most of the values from colleagues during meeting sessions, break sessions, Respondent S3D said “ I have a one to one talk with my leaders when I need help” While respondent S2D said, “I learnt about the values of my organization through signing and reading the employee behaviour engagement form that spells out the limits of intolerable behaviour and from films and video clips in the office, and through workshops. These vividly tie with aspects noted during observation and shadowing.

During participants observation and shadowing, I noted that the team spent their break periods together during which they share jokes and comment on how the first half of the working session had been. I heard the project leader’s appraisal to a new employee in these words “Fantastic, boys. You are picking up the rules, it will be great in the days ahead” When I approached him to find out what he meant, he said. “This guy is newly employed, and he has recruited two members to support our work just in the first half of the working session. This means he is picking up the values and it shows that he has trust and confidence to do the job”. I equally noted that the team members had small talks amongst them during the working session, which helps them overcome a bad conversation with a client or motivate each other to stay positive. From the shadowing and observation table 1 in the methodology chapter,

activities were noted down and the purpose for these activities as well. An example is the short video clip of 20minutes that showed children and adults suffering from the effect of war with no shelter, food, water and just much suffering and this video just before the team sets out for their daily routine work. When I approached and asked respondent LD, the importance of this video to the employees? He said “This video is to evoke the emotions of the employees to understand that the work they do is important for saving lives. This will help the employees to be engaged when they are out to recruit donors for the organization. This short video highlights the need to take action that goes to give care for the suffering masses”.

#### 4.3.3. The use of symbols, drawings, pictures, and artefacts as a communication strategy for transmitting and disseminating organizational values within and beyond the organization.

From the chart above six participants got to know their organizational values as expressed through artefacts and symbols of their organizations. Respondent S2D said, “I knew this organization from my teens as I read through newspaper in my country”. “I vividly remember their logo and that is how I identified this organization in Oslo”.

#### 4.3.4. The use of technology and social media platforms for communicating as strategy for transmitting and dissemination of values within and beyond the organization.

Four respondents learnt of the values of their organizations through the job advert of their current positions on the organization’s website. Eight of these respondents made mention of having been introduced to the values of their organizations by reading from the job advert, social media platforms and during interview presented by the interviewer and other interviewees who had previously had in-depth knowledge about the organization. Respondent S1U said, “I learnt about the values of my organization on the organizations website as I was selected for interview for this position that I hold now. I had to know more about the organization as I prepared for the interview.”

#### 4.4. Quality relationships as a strategy for transmitting and disseminating organizational values within and beyond the organization and a component for employee engagement.

Leader and follower relationship for the exchange of knowledge is an important component for the transmission and dissemination of organizational values. The relationship between followers and leaders depends on the leadership style of the line manager and the leader in question. High quality relationships are a breeding ground for exchange of knowledge and information. With a question on how the leader gets to know his employees better and what he does to help foster their commitment to their job, Respondent LMD said “I am present with them on the field to show them what must be done. Leader to me is not only the person who is controlling people but one leading by example, by being present with my co-workers and the team. An engaged leader invites his team to be engaged and lead them in the direction of acceptable behaviour and all these gets me closer to know them better”. He continued “We are at the level of good friends”. To confirm this, Respondent S3D said, “. I feel free to express my worries to my leader. He is friendly and understands me”. While Respondent SU3 said, “My leader is friendly and understands our difficulties at work. He is always present and working with us. I find it comfortable to talk about work challenges and my private life difficulties” He continued and said, I think we all love the way he relates with us. He is a simple and down to earth leader to work with though very firm in decision making”.

#### 4.5. Servant leadership a component for employee commitment and as a strategy for transmitting and disseminating organizational values within the organization.

The research question seeks to find out how leaders and Line managers help to infuse followers with values to foster commitment at work, the respondents had recurring responses. Respondent S2U said “My leader is always present, and I learn so much from him. He guides me and constantly reminds me of the importance of my contribution to the organization”. When asked a follow up question to describe her leader she said “My leader is a servant, I have been humbled by his degree of commitment. He is a big motivation for me, he is in fact a true leader. I can say he is sold out for the organization. During my (teams meeting) with him, he finds out about my strengths, my weaknesses, he finds out about challenges both at work and general life situations. I feel free to express my worries to him. He is a model to me one in a kind, I have learnt so much from him. He has encouraged me to be in this workplace for this length of time.”

#### 4.6. Leading by example and effective presence as a component for employee commitment and as a strategy for transmitting and disseminating organizational values within the organization.

In respond to the question posed to the project leaders on how he helps his followers to get acquainted to the values of the organization, Respondent LMD had this to say “I follow up my team, I know their challenges and I use every means at my disposal to help them in their job and even beyond. We are at the level of good friends” He also mentioned that all employees do sign a behaviour management form that stipulates what is expected of them both in terms of task and behaviour. “If all means to help my employees yields no fruits, then it is an indication that the organization is not the right place for them”. While Respondent LMU said, “I am present with them on the field to show them what must be done. Leader to me is not only the person who is controlling people but one leading by example, by being present and working with my co-workers and the team. An engaged leader invites his team to be engaged”. I vividly recalled that during shadowing, I saw the leader taking off his working badge and reminding the team to do so before entering the restaurant where they planned to have break. When I asked the leader the reason for that? He said “When we wear this badge and this jacket on, we carry the face of the organization. To have these on in the restaurant, can communicate wrong information to the public. Break periods are private though we spend them together. Any happenings during this period are not accountable to the organization so we do not need our jackets and badges on.”

Still in this area, Respondent LU talked about a monthly meeting called “teams” where they follow team members at the end of every month “I have one to one talk with my team members at the end of every month to find out their needs and to supply them to help foster commitment and wellbeing at work.

#### 4.7. Reward and punishment system in organizations is also a strategy used by line managers and leaders for the transmission of values within and beyond the organization.

When I asked a follow-up question to the line managers and leaders of both organizations about employees who do not manage to keep the values of the organizations, Respondent LMD said, “We have an employee behaviour engagement form that all newly recruited employees sign after accepting and confirming their contract. If they do not live up to this in the organization then they resign or are dismissed. In same way we celebrate success as a team and committed

employees can grow in the organization.” While Respondent LU said, “We have a procedure to follow and to make sure that we have done our best to help the employee to understand our values. If undesirable behaviour persists then, we have no other way than to advise the employee to resign or face dismissal. In most cases we do not allocate working shifts which is an indication of dissatisfaction and eventually the employee knows that he or she is not needed”.

#### 4.8. Participating in community development activities as a strategy used by line managers and leaders for transmitting and disseminating values within and beyond the organization.

Participation in community development activities can be a powerful tool that line managers and leaders use in transmitting and disseminating values within and beyond the organization. When I asked the question to the leaders on how they transmit and disseminate values within and beyond their organizations, the leaders of both organizations referred first to the work that they do. Respondent LMD said “We are a humanitarian organization. The work we do in the field speak for us. Our values are felt by all even if they are a part of us or not.” While Respondent LMU said “We are a humanitarian organization providing education, potable drinking water to vulnerable children around the world. This is quite visible to everyone who knows about us. This I believe is a tangible way of telling people who we are and what we stand for. We do charity and we are a humanitarian organization, so we care, and our work is visible”.

#### 4.9. Corporate social responsibility as a strategy for transmitting and disseminating organizational values within and beyond the organization.

This came up during interview when I posed a question on how line managers and leaders transmit values within and beyond the organization? Both Respondent LMD and Respondent LMU said, “We do humanitarian work and at same time are committed to our corporate social responsibilities.” With a follow-up question for clarity he said, “Beside the work that we do as a humanitarian organization, we are engaged in community activities that seek to better the welfare of the residents and environmental protection activities.

4.9.1 Employee behaviour engagement form as a strategy for transmitting and disseminating organizational values within and beyond the organization.

The question of excesses of undesirable behaviour and how line managers and leaders handle this situation. Respondent LMD in response to this question said, “We have a Behaviour management form,

which spells out the limits of undesirable behaviour. I try my best to help my employees to do their job well. If they cannot live up to the conditions of the engagement form, then it means the employee is not ready to stay with the organization and therefore must resign”.

4.9.2 New technological methods used both as strategy for transmitting and disseminating organizational values within and beyond the organization and as a component to foster commitment of employees at work.

This featured during observation and interview when the team watched a video clip just before leaving the office to work site. This video clip presented a situation of war with children and parents running from war, no shelter, no drinking water, no food, and no medical assistance. Another feedback from observation was the use of working gadgets like tablets. These are modern technological equipment for communication that have been loaded with every important information of the organization and members being updated almost daily with new information about the organization or information that could be helpful in the work process of the employees. This done through social media platforms (Apps) such as WhatsApp, Instagram, teams, zoom, meet, LinkedIn, and many others that have been downloaded and installed on these “tablets”. During interview, I posed this question to the employees on how effective they can work in the absence of their leaders? Respondent S3U laughed and said, “Our leader is never absent, even if he is sick” And how is that possible? Was the follow up question, then she said “We work with tablets and have Apps through which communication continues to flow. Even the work we do here is seen by him wherever he is if he wants to. These tablets that we use is first for the convenience of the clients that we meet for tangible information and security of donor’s information to facilitate our job, and for the line managers and leaders to work wherever they want to work from”. This was quite interesting for me to hear but with current trends of “home office” during and after corona pandemic, I could quickly relate to this.

#### 4.9.3 Understanding a diverse workplace as a strategy for transmitting and disseminating organizational values within and beyond the organization.

From the interview guide, I provided one question to find out about the management of a diverse workplace by line managers and leaders. This question was purposeful as not to ignore the fact that increase in migration has led to diverse and multicultural workplaces and can be an important consideration in the communication of values and even to a revisit to the foundation values of organizations. In response to this question Respondent LMD said “As a leader one must be ready to meet challenges. I have a team loaded with people from diverse backgrounds. This makes me more international than the rest of the departments.” With a follow up question, he said “A multiple team is an advantage for me though not always easy to manage. I must be prepared to see into their emotional problems and the cultural challenges they face on the field” He continued by saying that the challenges are real in a multicultural workplace and needs a leader who is level-headed in building relationships”. This same Respondent continued by saying that, “managing a multicultural workplace is an issue we have investigated much more. We have not been good enough in this area. The use of pictures and certain words have been quiet offensive”. He cited an example as he said “Pictures that we have used on our folders have conveyed a bias message and we had been criticized by one of our workers. Discussions are ongoing in the office because of this. Some of our working documents are gradually being destroyed because of this. We are in a learning process to grow in this area.” While Respondent LMU in respond to this question had this to say “This is a very challenging question with regards to our organization. We have employees from diverse background who are equally very diverse in their personalities. We do struggle in this area because we had not envisaged and planned how to manage a diverse workplace.” Respondent LD in respond to this question said, “We recently had a serious criticism from one of our field partners who questioned the use of pictures and images of people of some descent of the world to depict poverty and sufferings. This field partner questioned if these people are paid for using their images in our job”? He said “We are destroying some of these images on our working documents and reframing and reviving other areas in the organization. It is still work in progress and is a learning process.” He further explained that the organization is working towards accommodating diversity in a bigger picture and not only employing people from diverse background to manifest an inclusive workplace but also to be able to accommodate diversity. I recalled that during interview, respondent S2U said “I do not agree with the value of respect in my organization. When my line manager or Leader is addressed by his name, it is not respect. I struggle with this as it is not allowed in my culture.” This was quite interesting as I added a follow up question to find



out how long he has been in Norway. “I have been here seven months” he said. “This same organization here in Norway is not the same organization in my country where I worked, it is very different”. Respondent S2D disagreed with the value of independence as she said, “I cannot be independent from God” and if it is about financial independence, only the top management and leadership can best understand what that means, we are only being told.” This depicts cultural and religious diversity in the organization that tasks the leader to understand his followers and to be able to communicate and transmit values effectively to clarify doubts.

## **CHAPTER SUMMARY**

This chapter has presented findings collected from the field through observation, shadowing and interviewing of respondents. The findings were grouped thematically to address the research question being investigated. The role of line managers and leaders and the strategies that they adopt in effectively transmitting and disseminating organizational values within and beyond the organization, quality relationship emanating from the leader member exchange as a component of employee commitment are findings that have answered the research question under investigation. The task of the next chapter will be discussion of the findings presented.

## 5 CHAPTER FIVE

### 5. DISCUSSION

#### 5.1 INTRODUCTION:

This chapter focuses on discussion of the findings gathered and presented in the previous chapters. The researcher makes use of knowledge gained from the beginning of the project to this point paying attention to conceptual framework and theoretical insights used in the study and to apply this knowledge to discuss the findings and results from the field. The chapter begins with a summary of the work done so far. This will help remind us about the problem under investigation and the different stages covered to resolving the problem. It will shed light on the data collected from the field and the contributions of scholars in this area of values. Revisiting the aim, objective and the research questions of the study will help in the discussion. It will also discuss new findings that cropped up from the data collected and presented and a chapter summary.

#### 5.2 BACKGROUND OF THE PROJECT

This project was designed to find out the role and strategies used by Line- managers and leaders in the transmission and dissemination of organizational values within and beyond the organization, and how line managers and leaders help in fostering employee commitment at work.

The research questions formulated guided the researcher in this investigation. As deduced from the conceptual framework on values, highlights the work of values for the organization and the facilitators of values work in organizations. With insights from the leader member exchange theory, strategies for transmitting and disseminating values within and beyond the organization established to guide the studies. The study adopts the qualitative method for research with the use of face-to-face interviews, observation, and shadowing to investigate the problem. The researcher worked with two case study international humanitarian organizations within the Oslo municipality. The findings from data collected in the field were grouped for clarity and simplicity of the study. The groups are role of Line managers and leaders, quality relationships and strategies for transmitting and disseminating organizational values within and beyond the organization using insights of the leader member exchange theory, and employee commitment at work. The discussion will be classified under the groupings relating them to the conceptual framework on values and the leader member exchange theory to come out with agreements,

disagreements, and new knowledge if any. This discussion will take three aspects into consideration. First on the strategies used by line managers and leaders in transmitting and disseminating organizational values within the organization, followed by strategies by line managers in transmitting and disseminating values beyond the organization and the leader member exchange in building quality relationships with employees as a strategy for communicating values and employee engagement and a chapter summary.

### 5.3 STRATEGIES USED BY LINE MANAGERS AND LEADERS IN TRANSMITTING AND DISSEMINATING ORGANIZATIONAL VALUES WITHIN THE ORGANIZATION

#### 5.3.1 Leading by example (Servant leadership and effective presence):

This is an important aspect of leadership and management in organizations. Line managers and leaders act as role models to their followers, and this came up in the findings as participants stressed the importance of the availability of their leaders. The line managers and leaders themselves mentioned that an engaged leader builds an engaged and committed team. This means that leaders lead by example. In this case a servant leadership style as stressed by (Lindheim, 2020), “Good leaders do the dirty job” thereby setting a positive tone for their followers. Leaders are an embodiment of the values and behaviours they want to see in their employees. Scholars have argued that the behaviour of leaders set the tone for the rest of the organization. This helps in influencing employees’ attitudes and the actions they take towards the organization’s values (Schneider et al., 2017).

In addition, leaders who align their behaviours with the values of the organization contribute to building trust and credibility with their employees. In this way they create a culture where values become a focal point for decision-making, problem solving and daily action (Burke et al, 2018 p.6). Results from the study of (Maignan & Ralston, 2002), show that employees turn to follow the behaviour of their leaders most especially in relation to ethical and moral issues of the organization. They hold that when leaders manifest ethical behaviour, employees in turn copy these and will do same to other employees in the organization and beyond (Maignan & Ralston, 2002 p. 836). This hold true to a respond from respondent S2D who said that there are some values that are not written down anywhere in the organization, but

they learn them from other colleagues especially from their leaders. This means that line managers and leaders to effectively transmit and disseminate organizational values within and beyond the organization would mean leading by examples. On the other hand, it is important to note that leading by examples is not only about positive behaviour, but that line managers and leaders must be accountable for their actions and take responsibilities for mistakes or errors made (Eisenbeiss et al., 2008). This will reflect leaders as willing to adhere to the same standards that they expect from their employees. An example can be the case of the Prime minister of Norway who made an open apology and paid a fine as she broke the law during corona by celebrating her birthday with more than ten people gathering as against the stipulated number at the time.

Communication is key to shaping and modelling behaviour. This means that line managers and leaders should be transparent in their communication and be able to encourage open communication amongst employees as this will facilitate effective transmission and dissemination of organizational values within and beyond the organization. This was observed in the field as I shadowed and observed the team. The leaders were actively engaged with the team, making appraisal, and motivating his team to be engaged. In this light I agree that line managers and leaders should consider themselves as role models for their followers.

Though servant leadership can be an effective approach as it focuses on empowering and encouraging individuals to take ownership roles in their workplaces. I argue that it can be very difficult in situations where employees are resistant to change and therefore need an additional discipline tool that will check on recalcitrant employees. This has been supported by (Van Dierendonck, 2011) who brings out some potential limitations in that it may be difficult to apply in organizations with a hierarchical organigram and not effective in organizations where employees are resistant to change or non-receptive to new ideas (Schein, 2010) holds this view as well.

### 5.3.2 Communication strategies for transmitting and disseminating values within the organization by line managers and leaders.

Communication as a strategy for transmitting and disseminating organizational values within and beyond the organization will be discussed under subheadings such as: socialization, drawings, symbols, pictures, and artefacts, storytelling, onboarding process which include training, workshops, mentorship programmes, and the use of technology for communication of organizational values.

5.3.2. a) **Socialization:** This process helps employees to learn and understand the values of the organization (Schein, 2010). It is a crucial strategy used by line managers and leaders to transmit and disseminate organizational values, beliefs, and cultures to newly recruited employees and reinforcing them to the old ones (Van Maanen & Schein, 1979). It helps employees to understand and align the organizational values and goals. Socialization begins from the **onboarding process or pre-entry stages which includes, training, workshops, and mentorship programmes.** This helps employees to interact with other employees and in this process become grounded in understanding the values of the organization which leads to transformation described by Schein as metamorphosis. At this stage employees become integrated into the organization and align with its goals and values and learn the culture of the organization. Line managers and leaders play a vital role in socializing employees in the organization by providing information, resources, and support to become effective and productive. They mentor, coach and are present to be models for employees and give feedback just like respondent LMD in the findings made his appraisal for the newly recruited employee commending his seriousness at work, it is in socializing that new changes are introduced in the organization. (Hart & Nisbet, 2012) support this as they stress on the importance of socialization. As observed in the findings the two case study organizations have all these socialization avenues through training, workshops, mentorships, and many others. I argue that from my experience at workplace in my organization these socialization processes and avenues do exist, but the focus is about completing tasks and not about the values of the organization. I equally found out from these two case study organizations that these socialization strategies focus mainly on values and aligning values with tasks expectations of the employees. This could be so because these are all humanitarian organizations whose primary goal is about working in solidarity by giving care to the vulnerable. In this light their values, norms and work culture must align with their values especially when it comes to communicating across with other stakeholders. The emphasis on the chart on strategies shows

in detail which strategies are more popular as responses from the respondents indicate. Socialization as the most popular strategy for transmitting and disseminating values by line managers and leaders. I add that top management and leadership create more opportunities and avenues for socialization for quick transmission and dissemination of values.

**5.3.2. b) Artefacts, symbols, drawings, and pictures:** These are all non-oral means of transmitting and disseminating values by line managers and leaders. Organizational values are transmitted and disseminated through symbols, and artefacts as respondents S1D mentioned. (Espedal & Carlsen, 2020) supports this as they state that artifacts, symbols, pictures, and objects communicate values of organization and captures quick attention from the public and equally serve as items for identification. In view of this, respondent S1D in the findings brings out the power of artifacts, symbols, logos, pictures and drawings and the use of colours in communication. Values of an organization can be communicated in different languages depending on its geographical location. I argue that the power of symbols, pictures, logos artefacts is that they need not be translated, once in contact with them it sets a mind image that can be recalled at any other instance. Respondent S1D could identify the organization from its logo not because he chooses to, but because everything was written in the Norwegian language not familiar to him. I argue that though written and oral language is important for the communication of values, the place of symbols, pictures, artifacts, drawings, dressing code and colours remains the quickest way of creating a mental image of the organization and may serve more the purpose of identification than the purpose of transmission of values its values. These symbols, pictures, drawings, and artefacts as well may risk not having a universal recognition and therefore may not be an effective way of transmitting organizational values. To support this, scholars have noted that symbols and artefacts can be ambiguous and open to interpretation (Hatch & Schultz, 2002) and present varying meanings across a wide spectrum of social and cultural groups (Hatch & Schultz, 2002.p. 228). Another critique is that symbols and artefacts may not actually change behaviour of members in the organization but can serve for identification purposes. Further, cultural change cannot be realised using artefacts as argued by (Schein, 2010, p.35). This is because changing behaviour of an employee requires a deeper level of interventions that are action oriented, but drawings, pictures and symbols cannot perform active actions though they convey a mind image. To buttress this argument, (Alvesson & Sveningsson, 2008, p.147) supports this as they say that the use of artefacts and symbols or pictures is a cosmetic way to effect organizational change

that does not address the issue of transmitting and disseminating organizational values within and beyond the organization but however can serve as a means of identification of the organization.

### 5.3.2. c) Storytelling as a strategy for transmitting and disseminating organizational values within and beyond the organization by line managers and leaders.

Line managers and leaders use storytelling to transmit organizational culture. Selznick holds this same view. Storytelling is another method for transmitting values of organization as highlighted by (Dalpiaz & Di Stefano, 2018). They stress that leaders use story-telling to transmit organizational culture (Selznick, 1988; see also Selznick 1957). Espedal and Carlsen, (2020) highlight the story of the good Samaritan in the article “Don’t pass them by” as communicating the duty of care to the people we meet on our way in deep difficulties that demands our attention. I do agree that storytelling is a valuable tool for transmitting and disseminating organizational values which involves narratives to convey organizational values and culture(Boje, 2001). This is because storytelling sometimes demands active listening and comprehension with much attention as not to miss out. In this way employees are actively engaged to get the story more especially if they must comment on this story.

Though storytelling is a valuable way of transmitting organizational values, I argue that it may have some limitations as it can be subjective, biased, and influenced depending on the discretion of the line manager or leader. Gabriel (2000) supports this fact by saying that stories can be shaped and influenced by the story teller’s biases, perspectives, and experiences that may not fit the actual experiences of other members of the organization. Storytelling can lead to the creation of myths and legends that may perpetuate misconceptions about the organization (Gabriel, 2000).

In addition, storytelling may not be effective in transmitting complex and abstract values. Further with the advent and advancement in technology, storytelling in organizations has shifted from words of mouth narrations to the use of video clips and short films which may be entertaining and appealing, but the words of mouth narratives remain a strong way of transmitting and disseminating values. For example, UNICEF one of the case study organizations articulate values such as integrity and respect may not be easy to transmit or

disseminate using stories due to their abstract nature that cannot be represented in narratives. To add to this, the use of stories may not be suitable in all types of organizations (Alvesson & Kärreman, 2000).

Despite these limitations I still maintain that storytelling can be very effective in transmitting and disseminating organizational values especially in humanitarian organizations who work face-face with humans and a culture of human interaction be practiced. Findings from the field shows that the place of face-face interaction in storytelling is taken over by video clips and short films. This may be interesting and quick to gain the attention of the employees, but the focus of these short video clips and films may be lost as employees may take these for entertainment. I make a proposition that organizations should ensure the use of a variety of storytelling techniques to create a more comprehensive, interactive, and accurate picture of the organization.

### 5.3.3 Quality relationships between line managers, leaders and employees for the transmission and dissemination of organizational values within the organization

For line managers and leaders to effectively transmit and disseminate organizational values, considerations must be made on the relationship between the leader and the employee. This is where the leader member exchange theory gained grounds in this project. (Graen & Uhl-Bien, 1995) stressed the relationship between member, leader, and the quality of relationship for the transmission of organizational values. High quality relationship will earn subordinates' loyalty, trust, honesty, respect, and this is beneficial for the communication of values. Matured relationships translate to matured partnership and can transform into matured partnership systems even out of the organization. During the interview process and observation, the employees stressed the importance of the presence of their leaders at work. Respondent 1 referred to his leaders as a mirror, Respondent S3U called his leader as always being present and respondent S2D to refer her leader as a friend. Organizational values shape the culture and behaviour of employees and guide decision-making of the organization (Cameron et al., 2022), while effective communication of organizational values will ensure understanding, internalising, and integration into organizational behaviour (Kerns, 2018) resulting to high levels of employee engagement, job satisfaction and productivity. Though organizational values are essential for shaping the organizations behaviour, the crucial role of line managers and leaders in looking for strategies to disseminate these values (Bacharach et al., 1991) is of paramount importance. (Heskett et al., 1994); see also Heskett et al, (1997), line managers and



leaders as the primary point of contact between top management and employees, are uniquely positioned with unique responsibilities. This task them to building quality relationships by communicating effectively which is essential to building quality relationships for the transmission of organizational values. The drawback here may be the taken for granted attitude from employees when line managers and leaders equate themselves to employees without disciplinary measures to check this taken for granted attitudes.

#### 5.3.4. Employee behaviour management form as a strategy by line managers and leaders for transmitting and disseminating organizational values within the organization.

Data collected from the field introduced the researcher to this form called Employee behaviour management form. This is a form signed by newly recruited employees which states the limits of undesirable behaviour. Once this form is signed becomes an engagement that which if violated leads to dismissal from the organization. Leaders and managers use this form to inspire employees to work together with a desired behaviour to achieve a common goal (Di Pietro & Di Virgilio, 2013); see also (Goffee & Jones, 2013). This is very interesting and practical knowledge from the field which is good as a strategy used by line managers and leaders. This form may consist of specific behavioural expectations that align with the organizations values and may include punctuality, teamwork, communication, ethical behaviour, and others. A quick literature search came up with organizational behaviour study which explains how people think, feel, and do things in and around organizations. Aligning individual desired behaviour to organizational values is a strong tool for transmitting and disseminating organizational values (Munawwaroh et al., 2019). The fallback of this strategy is that new members may be forced to internalise values of an organization that do not really align with their personal values which may not be good for employee commitment. I argue that the probationary period for new employees be left as a period within which the newly recruited employees familiarise themselves with their work task while gradually through socialization with other colleagues through onboarding programmes, training, workshop, and mentorship programmes the new employees acquaint themselves with the values of the organization. This to avoid miss understanding of the values or being forced to align individual values with organizational values that do not match each other with consequences such as employee retention.

### 5.3.5 Rewards and punishment as a strategy used by line managers and leaders in transmitting and disseminating organizational values within the organization.

During the interview respondent LMD, did mention that recognition is given to employees at the end of every month through appraisals, and certificates of best behaviour, best performance and celebrating achievements are all ways by which they try to reinforce the organizations values to the employees. The respondent LMU said, “We do not work on provision we are paid for the job we do irrespective of our performance though there is a set task for every day at work”. He also explained that working in the organization is doing humanitarian work that needs no rewards in monetary terms but appraisals and recognition as well as encouragement are some ways of motivating our employees. Scholars like (Kohn, 1993), do support this notion as they argue that rewards can create a culture of entitlement in the organization which if not gotten will lead to dissatisfaction and a negative behaviour might set in. Another drawback is that rewards can lead to extrinsic motivation as employees may be motivated to behave in accordance with organizations values for the sake of the reward and not in any way coming from within (Deci & Ryan, 1985); see also(Vallerand, 2000). As regards punishment all employees are aware of their engagements with the organization and if they do not live up to their signed engagements then they will be forced to quite the organization. Though these drawbacks on rewards, I do agree that these organizations are humanitarian organizations and those who work there are seen as being humanitarian who are just giving their contributions for community development programmes, but still I maintain that rewards can be an essential factor for reinforcing organizational values within employees in the organization just as punishment that serves as a deterrent for controlling the limits of undesirable behaviour in the organization. Appraisals and recognition not in monetary terms could be a good way to communicate organizational values within the organization.

### 5.3.6. Understanding a multicultural workplace as a strategy by line managers and leaders in transmitting and disseminating organizational values within the organization.

This question came up during interview and Respondent LMD responded by saying that he has the most multicultural workforce which is a blessing on the one hand and equally challenging to manage. Respondent S1D explained that respect as a value in the organization does not reflect what he understands and feels as respect from his home country. Respondent LU equally described his team as a multicultural team and needs a level-headed leader to manage. From the findings presented one can say that multiculturalism has become increasingly prevalent in

a globalized world as it is today and therefore its impact on the workplace cannot be underscored. Organizations that embrace diversity and practice inclusiveness can gain significant benefits such as creativity, innovation, and productivity (Cox, 1994). However, I argue that it could be very challenging for line managers and leaders in transmitting and disseminating values of the organization. This is supported by scholars who see the potential for misunderstandings and misinterpretations. Unique values of the individuals recruited from different cultural background may find conflict with the values of the organizations for which they work (Kuknor & Bhattacharya, 2022); see also (Bhattacharyya, 2018). Just as both Respondent LMD, and LU and respondent S1D presents his worry on what respect means to him. A CEO of this organization in his country will not be addressed by his names directly. It must have a title attached to it. Hofstede (1984) holds this same view as he says that potential cultural biases may influence the transmission and dissemination of values. Even well-intentioned managers may inadvertently reinforce certain cultural norms over others. The paragraphs above have discussed strategies for transmitting and disseminating organizational values within. Below will be a discussion on strategies for transmitting and disseminating values beyond the organization:

#### 5.4.1. Technological advancement a communication strategy for the transmission and dissemination of organizational values both within and beyond the organization.

From observation and shadowing, I realised that technological advancement has contributed much to the area of transmission and dissemination of values. The use of internet to publish and to get information on organizational websites has been of great importance as one can freely google search the website of an organization to get information about the organization. Organizations have made use of this exposing their mission and vision statements which in most cases carry their intended values. The use of social media apps such as Instagram, WhatsApp, Spond, Teams, Zoom meetings, twitter, LinkedIn, Facebook, and many others. The use of video clips and short films on projectors are fast ways of communicating values and have taken the place of physical presence in story telling for the transmission of values. This notion is supported by scholars like (Walter et al., 2012) who writes that the international organizations use social media platforms to promote their humanitarian values as well as these two case study organizations which are humanitarian organizations.

In addition, organizations have benefitted from the advent of technology to transmit and disseminate their values to external stakeholders in real-time. An example is during the recent

outbreak of the corona pandemic originating from China the world health organization used social media platforms to disseminate information on how to prevent the spread of the virus (Benson, 2015).

Though the advent of technology has facilitated the transmission of values in organizations it equally has some setbacks. The reliance on technology may result in the dehumanization of communication. I argue that organizations should ensure and create more avenues for face-to-face interactions as humans are social beings and need to socialize. This view is supported by scholars like Schultz (2017) writes that employees may feel less valued when communication is only done using technology. This may lead to disengagement of employees and lower productivity.

The risk of misinformation and distortion of values using technology to communicate may occur. In this way misunderstanding of the values of the organization may set in and a wrong aligning of personal values to organizational values.(Martin-Domingo et al., 2019); see also (Domingo et al, 2013) supports this as he says that information that is transmitted through social media platforms may sometimes be inaccurate and incomplete and maybe difficult to verify the source. This may result in the organization transmitting values that do not align with its core values or mission.

I equally argue that Humanitarian organizations with core values that manifest care and working in solidarity with humans must encourage the culture of direct and face -to- face interaction in the communication of values. Human-beings are social beings and love physical interactions. Situations that demand the presence of the leader to talk to their employees should be treated as such. This because humans are emotional beings and needs attention and care from each other.

#### 5.4.2 Participating in community development engagements as a strategy for transmitting and dissemination of values w beyond the organization.

In the data collection stage, the line managers and leaders of both organizations made mention of the work they do as a strategy for transmitting and disseminating organizational values. “We are visible through the work we do” they said. This drew my attention to the fact that both organizations are humanitarian organizations, and that humanitarian works would be a nice way of communicating values beyond the organization. A quick literature search came up with scholars like(Ogden et al., 2011) who argue that leaders use humanitarian work to communicate organizational values when they support charitable work that aligns with the values and mission

of the organization. This helps to demonstrate the commitment of the organization in community engagement which can enhance its reputation. Encouraging employees to take part in community development activities such as volunteering and fundraising can equally project the values of the organization (Vargas-Hernández et al., 2017). Corporate philanthropy which could be donation of money, material things, or time to charitable organizations. This presents the organization as a socially responsible and ethical entity in the eyes of external stakeholders (Carroll & Shabana, 2010). Humanitarianism is the birth point of the establishment of a culture of empathy, compassion, and generosity in the workplace. This can lead to increase employee satisfaction, motivation, and retention (Denis et al., 2020). I equally argue that doing charitable works is a great way of transmitting and disseminating organizational values and this works more for organizations that are humanitarian with focus on development work that seeks to restore dignity of persons. This is true in these two case study organizations as they are humanitarian, and their values especially espoused values aligns with the work that they do and can quickly speak for them. On the other hand, organizations that are not humanitarian, can do charity to gain recognition and for self-aggrandisement. The work of charity may not necessarily align with their organization's values. Sometimes charity is done just for charity's sake and not for purposes of aligning values. Scholars such as (Loyens & Maesschalck, 2010); see also (Bommer, Gratto, Gravander & Tuttle, 2010) supports this as they say that charity can be superficial and insincere when they do not match the core values of the organization. Charity can act as a distraction from the primary mission and vision of the organization when it does not match the core values and goal of the organization (Mackenzie, 2018). All same charity is a good thing for every human individual, organization, or community to practice.

#### 5.4.3 Corporate social responsibility as a strategy used by line managers and leaders for the dissemination and transmission of values beyond the organization.

Respondent LMD, made mention of the fact that one of their core principles is active engagement in corporate social responsibilities. A follow up question to get a clear understanding of what he meant, He said, "We do take part and are committed in community and environmental activities that ensures the wellbeing of both our employees, the society, and the environment. Participating in programmes and campaigns that support sustainable societies and environments. I do think that it is quite a nice way of transmitting and disseminating the values of the organization beyond the organization. This is because climate change is a big issue that affects everyone and as organizations act as rallying points for many individuals, they can push the agenda of climate change beginning with sensitization programmes and collaborating

with other stakeholders to support climate change activities. Mohr and colleagues (2001) shares in this as they purport that corporate social responsibility can be integrated into the culture and values of an organization so that it remains an integral part of the organization's identity. Carroll and Shabana (2010) in chapter two of this study share this same view as they say employee involvement in corporate social responsibilities is a great way of communicating values beyond the organization like joining for example climate change campaigns with other stakeholders.

### 5.5 Quality relationship by line managers and leaders as a component for employee commitment at work in the organization.

The stress that matured relationship between leader and follower is favourable for the transmission and dissemination of organizational values to employees by (Graen & Uhl-Bien, 1995), is of great importance. Employees who are seen as ambassadors of the organization through their work will then transfer these values to the outside public. Klein et al, (1994) and (G. T. Chao et al., 1994) supports this view as they argue that paying attention to levels of leaders- relationship with employees will increase clarity, understanding and responsibility. Results from interviews and observation confirms this, as majority of the respondents highlighted the importance of their Line manager and leaders on the field. They indicated that the presence of their leaders on the field is a strong motivation for them as they learn a lot from them. They stressed that they have a high-quality relationship with their leader to be able to interact with them. They described their leaders as servants and always present. The Line managers and leaders on their part saw themselves as not being supervisors with a whip but being leaders by example. They try to understand their employees to help provide them with their professional needs and others. Though the employees fulfil the transactional relationship by signing work contracts with their organizations (employer), the leader's job is to help in this process by being the example to teach the employees what to do and how to do it thereby helping in the transformation process of the employees.

I do agree with Graen and Uhl who stress that a three facets taxonomy of relationship between leaders, members, and a quality relationship in the organization will gain trust, honesty, respect, transparency job satisfaction and commitment. In addition, though organizations are infused with values conceived either by founders or top management and leadership, I think that high quality relationship between employees and leaders can also create

values. Shared values of organizations are mostly transmitted through socialization and therefore quality relationships can enhance socialization and easy transfer of organizational values within the organization and can easily be visible to the public. Kerns et al, (2016), support this by saying that effective communication is essential for successful transmission of values and achievable through quality relationships.

Furthermore, humans are social beings and creating quality relationships is a better way to understand one another for the communication of values.

I have not highlighted the two case-study organizations in this discussion as my choice for selecting them was to get a variety of participants that will respond to same questions for a deeper understanding of the problem and for quality data collection to answer the question investigated. I had no intention of comparing the two organizations but to understand the strategies they use to transmit and disseminate values that has helped them gain international recognition and winning the best and prestigious “Nobel Peace Prize”. Data collected has shown that their values are practical from within to the outside public as they engage in international development work that aligns with their values.

**5.7 SUMMARY:** The discussions above have related results of findings to conceptual framework on values using insights from the leader member exchange theory, bringing out points of agreements and disagreements. I have grouped the discussions using main headings for easy understanding. Strategies used by line managers and leaders in transmitting and disseminating values within and beyond the organization, the relationship between leader member exchange theory on leadership for values transmission and dissemination, Insights of the leader member exchange theory as a component for employee commitment and equally a strategy for value transmission. The concept of multicultural workplace cropped up during the discussion and the issue of communicating values with clarity for employee understanding with respect to managing diverse workplaces discussed. The chapter that follows will be a general conclusion on this study.

## 6 CHAPTER SIX

### 6. CONCLUSION, RECOMMENDATION AND SUGGESTIONS

**6.1 Main Findings:** This project started with identifying a research area on values and organizational values transmission and narrowed down to the topic of Line managers and leaders and strategies for implementing and maintaining organizational values within and beyond the organization. I formulated research questions to guide the focus of this study and adopted the qualitative method using a case study approach with a purposive sampling, using the snow-ball technique to recruit the sample and the use of semi-structured face-to-face interviews, shadowing, and observation to investigate these phenomena in organizations. I worked with conceptual framework on values thereby identifying values that are salient to organizations, the importance of values in organizations, implementing values work and strategies for transmitting and disseminating organizational values within and beyond the organization. The Leader member exchange theory was incorporated to be the platform for effective transmission of organizational values. Findings collected, analysed, and presented. A discussion of the findings relating them with conceptual framework on values and the theory used and come out with agreements and disagreements and some observations, suggestions and recommendations made. I made use of useful scholarly articles and good supervision by my supervisors, to get this beautiful piece of work done.

#### 6.2 GENERAL CONCLUSION

A research project of this magnitude cannot end without a conclusion. The conclusion will begin with reflections, followed with suggestions, and a concluding statement.

**First reflection:** The first observation in this study is that it has greatly impacted the researcher as I have gained much knowledge in organizational values which cannot be independent of management and leadership. The project has deepened my understanding of how organizations create values and disseminate these values within and beyond organizations. This project has also broadened my knowledge on research with deepening in qualitative research which is the method that the I have adopted in this project.



**Second reflection:** The second observation is in organizational resemblance. These two case study organizations have shown great similarities with regards to values as the underlying core values manifest care and solidarity to vulnerable populations in their areas of work, working objects such as dressing code for identification, the use of “plumpynuts paste” to resuscitate children suffering from chronic malnutrition, the use of armband to identify children suffering from malnutrition. They also resemble in structure and consequently behaviour. Since both organizations are humanitarian organizations, one could say that humanitarian organizations resemble each other especially around value creation, fundraising and work organization.

**Third reflection:** Another observation is that unlike other profit-making organizations or businesses that have products in which their values could be made visible in the quality of products, humanitarian organizations have only the “values” as the product to offer to the public. In this way they carefully create their values in ways that appeal to their audience as they often highlight care, solidarity, poverty alleviation and captions that prig the human conscience to act.

**Fourth reflection:** This study introduced me to many participants from diverse backgrounds. I observed that many of the participants could express the values of their organizations, but newly recruited employees lacked an understanding of these values. Managing a diverse workplace is work in progress in these two organizations as the line managers themselves confessed and indicated that it is work in progress as they are setting up human resource departments (HR) that will handle these as part of their duties.

### 6.3 Recommendation to the two organizations (Doctors without borders and UNICEF)

First recommendation is for the top management to empower line managers and leaders by providing in-service training in human resource management to line managers and leaders to help them understand diversity and be able to manage multicultural workplaces and overcome the challenges that they may encounter in managing a diverse workforce. Kim and Mauborgne (1998) support this as they argue that organizations must take proactive steps to ensure that values of their organizations are communicated clearly, and consistently to all employees regardless of their cultural background. Trompenaars and Hampden-Turner (1998) buttresses this by stating that training and development programmes be provided in organizations to encourage cross-cultural learning.

## 6.4 Suggestions

This project as earlier mentioned has worked with methods and strategies by which Line managers and leaders transmit organizational values within and beyond the organization and how this help to foster employee commitment. I have also worked with two humanitarian organizations within the Oslo municipality. Though I used two case study organizations, it is not a comparative study. In this light my suggestions are that further research could be carried out that compares two humanitarian organizations, it could be this same research but working with faith-based organizations or profit-making organizations. It could also be investigating a multicultural workplace and aligning employee individual values to organizational values to find out person-organization-fit. Another area of study could be revisiting founders and former leaders' values and the present-day workplace in organizations. An investigation into the impact of technological advancement and communication patterns in transmitting and disseminating organizational values could also be a good area of research.

## 6.5 FINAL CONCLUSION

To crown it all, one can say that transmission and dissemination of organizational values are critical in shaping employee behaviour and job commitment and helps line managers and leaders in the decision making of the organization. Transmission and dissemination help in employee value internalization for job satisfaction and commitment for the benefit of the organization whereby line managers and leaders play a crucial role to ensure effective transmission and dissemination of organizational values within and beyond the organization.

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## **INTERVIEW QUESTIONS FOR NSD**

### **QUESTIONS TO MANAGERS**

1. What are some of your responsibilities as a line manager or leader?
2. What are the core values of your organization?
3. How do you communicate these values to your employees?
4. Do you often express the values of your organization on your job announcements?
5. Do you care about these values during the interview process to make sure you recruit someone who is fit for the vacancy? Do you think it is important to do so?
6. How do you communicate these values to your employees and to public?
7. Do you sometimes accompany your employees to work sites and why?
8. What are some of the activities that you carry out that helps in re-enforcing these values?
9. What are some of the challenges that you encounter working with people from multiple backgrounds?
10. Do you sometimes feel overwhelmed with your duties?

### **QUESTIONS TO EMPLOYEES**

11. What is your motivation for this job?
12. What are some of the values of this organization that you work for?
13. How did you know about these values?
14. Do these values match with your personal values? Or you how do you accommodate the two?
15. How has your manager/leader helped you in understanding these values and developing a work culture framed by these values?

JACINTA BI KUBRI

Master's student in Community development and social innovation (Value Based Leadership) as specialization.

Department: Humanities and social sciences.

Vids Vitenskappelige Høyskole Majourstua Oslo Norway.

Dear participant,

You are being invited to participate in a research study of Line managers/leadership role in implementing, communicating, and maintaining values of their organizations to their employees and clients or audience. (In and out of the organization)

I am interested to investigate and find out how line managers/leaders instil the values of their organizations both in and out of the organization.

The study will require about 12hours by the researcher and 1-2 hours of your own time.

During these 2hours, you will be interviewed about your experiences of being a manager/leader in your organization. The interviews will be conducted wherever you prefer (e.g., in your home, office or project site) and will be tape-recorded. There are no expected risks or pain related to this research and your information will be anonymised.

You may also find the interview to be very interesting and satisfying. By participating in this research, you may also benefit as you may use it as an evaluation of the role that you play in the survival of your organization.

Several steps will be taken to protect your anonymity and identity. While the interviews will be tape recorded, the tapes will be destroyed once the information have been typed up. The typed interviews will NOT contain any mention of your name, and any identifying information from the interview will be removed. The typed interviews will also be kept in a locked filing cabinet at Vids Vitenskapellige Høyskole I Majourstua Oslo Norway and only the main researcher (sworn to confidentiality) will have access to the interviews.

All information will be destroyed after some few years. Your participation in this research is completely voluntary. This means that you may withdraw from the study at any time for any reason. If you do this, all information from you will be deleted. The results from this study will

be presented in writing in a book read by other researchers, students to help them better understand the role of line managers/leaders as carriers and implementors of organizational values and how they do it. Your names nor the names of your organization will be mentioned in the research.

If you require any information about this study or would like to speak to the supervisor, please contact Nancy Yue Liu. [nancy.yue.liu@diakonhjemmet.no](mailto:nancy.yue.liu@diakonhjemmet.no); Tel: +47 938 56 277

I have read the above information regarding this research study on the role of managers/leaders in implementing and communication organizational values in and out of their organizations and consent to participate in the project.

Name \_\_\_\_\_

Signature\_\_\_\_\_

Date\_\_\_\_\_