

Explaining the model of value-based organization

*Ayoub Garavand **

*Instructure, Faculty member of Payam-e Nour University, Management Department,
Management Group, Tehran, Iran*

**Corresponding Author*

Bijan Abdollahi

*Associate Professor of Educational Management, Faculty Member of Kharazmi
University, Management Department, Management Group, Tehran, Iran.*

Akbar Hasanpour

*Assistant Professor of Human Resource Management, Faculty member of Kharazmi
University, Management Department, Management Group, Tehran, Iran.*

Soltanali Shahriari

*Assistant Professor of Governmental Management, Faculty member of Kharazmi
University, Management Department, Management Group, Tehran, Iran.*

ABSTRACT

Objective: Values are the foundation and basis of every organization's culture. Nowadays, value-based organizations play an important role in the success of the educational environment; therefore, the current study aims to explain the pattern of the value-based organization in Payam-e Nour University.

Research Methodology: the current research is of inductive in terms of research approach and is applied in terms of aim. The method of data collection is of field study and library. The statistical population of the research includes experts, elites, and key authorities in the field of higher education. The quantitative section includes the faculty members, managers, and deputies of Payam-e Nour University the number of which is 4850. In the current research, considering that the studied population is limited, in order to increase the effectiveness and facilitate the sampling, the total number of samples was used. Semi-structured questionnaires along with open and closed questionnaires were used to collect data. The collected data were analyzed using content analysis, confirmatory factor analysis, statistical methods, t-test as well as structural equation modeling.

Findings: research results showed that the values creating the value-based university model can be divided into three levels of social, organizational, and individual. At the organizational level, the components of the value-based university are altruism, respecting an individual's competency, rule of law and consultation. Finally, at the level of social, the components of the value-based university model include responsibility, positive thinking in society, being empathetic, involved in the community, and social ethics. At the individual level, the components of the value-based university model include knowledge, pugnacity, good nature, creativity, willingness to work, faith, insight, self-confidence, and tolerance.

Conclusion: educational environment of Payam-e Nour University including all the personnel can improve the education system by utilizing the levels of the mentioned values.

Keywords: value-based organization, individual indicators, organizational indicators, social indicators

Introduction

Value is one of the main words which cannot be precisely defined. One value presents small or big importance that relates human to the issues related to a special activity or experience, or generally, his life, hence, gives a guide for his behavior (Roubijak, 2007). Values do not exist in space and time like objects, but are expressed by rules; They are formed from a personal perspective by judging objects, qualities, events, or actions (Vinamaki, 2012).

In a value-based university, employees are under the guidance of an inspiring perspective that leads to the internal cohesion and movement of all the individuals including managers and employees in one direction. By having the mentioned characteristics, the value-based university provides services and presents an effective and positive image in the environment that leads to the attraction of support and cooperation from outside by itself (Vinamaki, 2009).

In general, what indicates the need for this research is the recognition of the strengths and improvements of administrative systems and processes related to human resources within organizations, especially Payame Noor University; In other words, the establishment of the value-based university has a great impact on the employees and development of human resources of universities in the country. According to the above-mentioned, the value-based university was investigated from different perspectives including nature, components, output, and the requirements of its realization in the current study. The important point in the current research is that the value-based university model in Payame Noor university was investigated for a government sector which has a ruling role and is responsible for the educational process management, and the model appropriate to the higher education environment of the country was designed which is a valuable step in the improvement of the quality and effectiveness of the educational activities of the country.

Research Theoretical Foundations

One of the words close to the value's concept is objective. In other words, it has been years that different questions in the field of management science have risen that whether value-based organizations must follow their objectives or the values and whether values are the objectives of such organizations, and finally, whether objectives will lead to the values or values will lead to the objectives. In short, it should be noted that the objective is the goal that the organization tries to achieve with all its existence and operational capacity; the objectives must be clearly defined, understood, and announced before any action. By directing the effort of staff to a determined point, objectives define the direction of an organization. If the objectives of an organization are clear and understandable, specific standards for the evaluation of the organization's performance can be set based thereon; therefore, objectives must be quantified. In contrast, values are not defined in the same way as objectives. Objectives are defined based on the seconds and minutes in which they are realized. Although the values are defined by leaders and managers, values become real when all the staff including senior managers involve them in their performance and urge others to do the same.

Research Background

Selseleh and Mogahli (2012) in their research entitled *Designing and Measuring the Model of Value-Based Organization in Tavanir Holding Company* showed that Value-Based Organization in Tavanir Holding Company has different characteristics, including being guided by an inspiring perspective, being in one direction. , Managers and staff efforts, High resilience, Differentialities of low entropy levels, High flexibility culture, Less formal structures, Effective network communication, circuit change, Continuous learning, Trust-based interactions, High efficiency (quality and effectiveness), offering a positive image and impact on the environment. However, in this study, there is no reference to value orientation based on leadership style and lack of attention to the components of the value-based organization from the external organizational environment. Rostamzadeh Ganji and Zamahni (2018) in their research entitled *Designing the model of value-based organization with the Islamic approach* showed that the value-based organization

with the extracted dimensions while including the value concepts of Islam, is consistent with the concepts of modern management theories. After collecting and analyzing the opinions of experts, the value areas of the organization from the Islamic point of view were divided into nine dimensions, which may be considered the nine most important achievements of this research. Areas such as leadership, supervision, human resources, culture, structure, etc. have been considered in these dimensions. It should be noted that in this study, there is no specific analysis of the dimensions within the organization. Rajaeipour and Lafti (2010) in his research entitled "Study of the relationship between organizational culture and management components based on organizational values and presenting a model for predicting management based on values" showed that there is a significant relationship between all components of organizational culture and management based on values in the studied organization, and components of organizational culture predict the management based on the organizational values with coefficients higher than average. In this study, the coefficients of explaining the components of organizational culture with social values are not mentioned. Abbasi and Shirepez Arani (2011) in their research entitled Policy of Higher Education Quality (Challenges and Prospects) showed that higher education as a public good has made significant progress in the past few decades and has grown more in terms of quantity. Indeed, the level of access of higher education individuals to higher education is considered as a policy priority of the higher education system and due to the lack of specific policy tools on values, major challenges in the development of educational quality have emerged and an effective model has not been provided. Adam et al. (2015) in their research showed that values in the organization are nurtured comprehensively and through stakeholders and cause the formation of the value-based organization and play an important role in the development of love, empathy, moral strength, will, tolerance against difficulties, health, happiness, and resilience to adversity in the organization. Lack of attention to interaction with the organizational environment is one of the weaknesses of this study. Rego et al. (2011) in their research concluded that organizational citizenship behavior and its three dimensions, namely altruism, civic virtue, and politeness and kindness are related to organizational values and the expansion of organizational values leads to the development of desirable and voluntary behaviors in employees. In their research, they argued that organizational values lead to a set of ethical characteristics of the organization that can be operationalized in accordance with human personality traits and interpreted as the personality of the organization. Therefore, organizational values include those personality-ethical characteristics of employees in the organization that is learned from the collective perception of the superior behavior of the organization during the life of a business. In this study, attention to values has been done only at the individual level. Dale and Kennedy (2014) have pointed out that values convey a sense of identity to members of the organization and increase the stability of the social system of members of the organization and guide the decisions of managers. But does not study the attention to the preventive norms.

Research Method

The research method is of applied in terms of objective. In fact, the current research designs the value-based university model of Payame Noor University and considering that the results obtained from this study can be applied in the implementation of the improvement of the value-based university, and the obtained results can be used to improve and optimize the tools, methods, objectives, and patterns in decision makings, planning, and policy makings, therefore, this study is of applied based on the research objective. Furthermore, the current study is of mixed in terms of data collection method. Generally, the mixed research methods are classified into three classes of intertwined, descriptive, and exploratory. In the intertwined mixed research method, the researcher gives equal weight to both qualitative and quantitative data. In the descriptive mixed research method, the main weight is given to the quantitative data. But, in the exploratory mixed research method, first, the qualitative data are collected and the data of this section are the introduction and basis of the quantitative section (Corsol, 2007). In this research, in the qualitative section, the components and indicators of the value-based university are identified based on the analysis of the literature and interview with experts and then, in the quantitative section, the current situation of the universities are assessed based on the indicators obtained from the previous stage. Therefore, the mixed research method is of the sequential exploratory method in which, first, the qualitative data and then the quantitative data will be collected; to do this, first, initially, the qualitative research method is used to

identify new and tangible ideas about the value-based university and considering that in this section, the researcher aims to explore more evidence on the uncertain situation of value-based university, based on the library method and studying the present literature and then, interview with the experts, elites, and key authorities of higher education, the research method is of qualitative content analysis. Then, in the quantitative section, the current research is of descriptive due to describe and analyze the current situation and due to the investigation of the opinions of the staff on the current situation and their competencies, the current research is of the survey. Because quantitative data collection has been done using the survey method in the quantitative section, therefore, it is classified in the non-experimental research methods.

Research Statistical Population and Sample

It must be mentioned that the number way of selecting participants in the qualitative studies are not determined as the quantitative methods and it depends on the research processes and writing matters. The selection method of participants in the qualitative studies is of purposive and its volume depends on the theoretical saturation level of the research questions. Therefore, in the current study, purposive and snowball sampling strategies are used instead of random sampling to select the participants, based on the needed information, the researcher selects the participants. Accordingly, the participants are observed who had enough knowledge, information, and experience to the studied concept and phenomenon (value-based university) and were willing to participate in the survey and semi-structured interview. The sampling continued until the components and the latent indicators of the value-based university were identified and explained and in other words, the information obtained in the interview was significantly similar to the previous information. Statistical population in the quantitative sector includes faculty members of Payame Noor University the number of which is 4850. Cochran’s formula for limited populations was used to determine the sample size.

Research Data Collection Tool

Researchers can use various ways to reach their needed data. Interview, observation, and distributing a questionnaire are three main ways used in the field studies. In order to gather the data in the current study, a questionnaire was used that is in the form of an open questionnaire to survey and semi-structured interviews and a closed questionnaire to survey the staff, managers, and higher education deputies.

Table 1: Cronbach’s alpha for research variables

Variable		Cronbach’s Alpha
Value-based university	Individual-level	0.88
	Organizational level	0.83
	Social level	0.79

Research Data Analysis

Data analysis is one of the most important steps of any research because to answer the questions raised in the research, such as this research, the researcher uses tools such as statistical methods and structural equation modeling and entropy method.

-Descriptive statistics: in the current study, tables, and graphs are used to show the frequency distribution of demographic characteristics of the sample (350 staff, managers, and deputies of the Ministry of Science, Research and Technology) and statistical indicators are used to describe the variables.

-Inferential statistics: inferential statistics seeks to generalize the results obtained for the sample to the total statistical population. In the current research, the chi-squared test was used to test the relationships between the variables and confirmatory factor analysis test was used to determine the effective components on the value-based university. One of the applications of the chi-square test distribution is to test the hypotheses in which the analysis data are presented in the form of frequency. The most common usage of this distribution is to investigate the independence between two variables with ordinal criterion. In fact, if the distribution of one of the classification criteria occurs disregarding the distribution of the other criterion,

it is said that the two classification criteria are independent of each other. Therefore, the chi-square test of independence is used to test the hypothesis of the independence of two variables, at least one of which is qualitative. In this test, the observed frequencies are compared with the expected frequencies. Structural Equation Modeling Techniques include confirmatory factor analysis (measurement model) and regression analysis (structural model). And Amos or LISREL software are the applied tools in that. In the current study, considering the research objectives and hypotheses that investigates the interaction of variables, structural equation modeling method based on the confirmatory factor analysis and AMOS software were used. It must be noted that each tool has a number of indicators that are the basis of its control or confirmation. In this method, the following methods are used some of which will be described in the following.

A) Chi-Square: Chi-Square tests the considered model in terms of coordination or the desired pattern. The value of chi-square must be significant statistically; that is to say, it must be higher than the table. If the significant level is higher than the error level, the model will be not desirable to assess the interaction between the variables.

According to the conducted analysis using the confirmatory analysis to determine the components of the individual, organizational, and social values in the formation of the value-based university, it can be said that 9 components or values for the individual level, 4 components for the organizational level, and 5 components or values for the social level have been identified that are presented with the number of indicators.

Table 2: The results of KMO indicator and Bartlett’s test

	Individual level	Organizational level	Social level
KMO indicator	0.761	0.866	0.686
Chi-square	2343/794	1727/931	478.324
Degree of freedom	465	171	105
Significance level	0.000	0.000	0.000

As can be seen in Table 2, first, the KMO indicator is higher than 0.5 for all the indicators group, that is, social, organizational, and individual level. Therefore, the data of the sample group is sufficient for the exploratory factor analysis. Second, the value of the significance level at Bartlett’s test is lower than 0.05 and it can be said that the factor analysis is desirable to identify the factor model structure and the assumption of correlation matrix’s to be known is rejected.

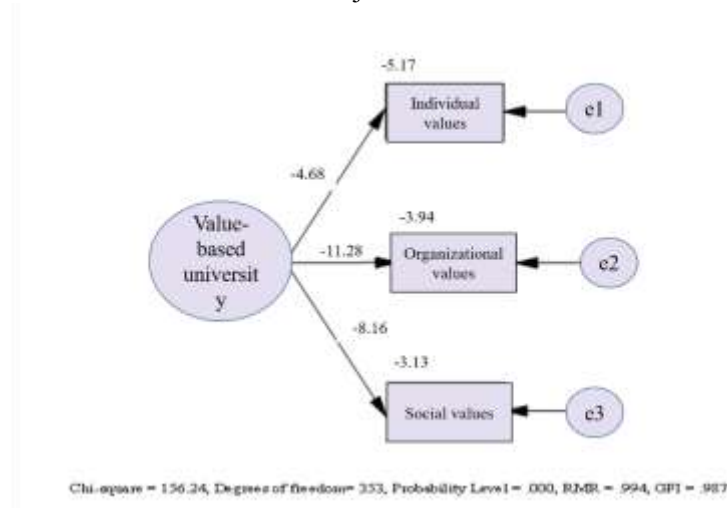


Figure 1: Non-standard coefficient of the goodness of fit of the value-based university model

According to the table, as all the values are higher than ($\pm 1/96$), therefore, all the standard coefficients and the conducted estimation are confirmed. In the following, Figure 4-4 shows the estimated coefficients and goodness of fit indicators of the individual values of the value-based university based on the structural equation modeling analysis.

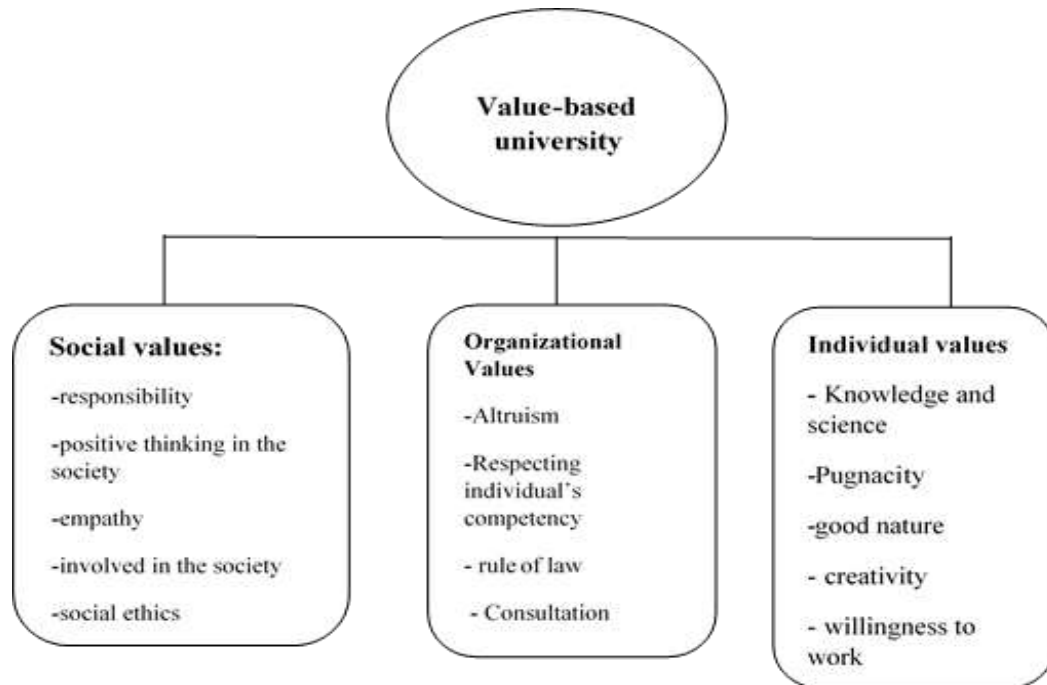


Figure 2: Research analytical model (resource: research findings)

Operational Validation

In the previous stage, since the value-based university model was determined and the components of each social, organizational, and individual values are identified, therefore, in the following the operational implementation of the model of the model's validation in the real condition is investigated. It is noteworthy that in most of the studies, in this stage, confirmatory factor analysis has been used. In the confirmatory factor analysis, the researcher studies based on the predetermined factor structure (previous stage's model) and tries to test the validation of the factor structure of a set of observed variables. Such a technique makes the researcher test this hypothesis that there is a relationship between the observed variables and the latent structures. In the current study, the confirmatory factor analysis based on structural equation modeling has been done. In fact, in this section, it was tried to investigate the coefficient of determination of the main and secondary structures of the model in the value-based university model using AMOS software. According to the results of the model's implementation, it can be said that the fitted model enjoys a desirable analytical power in comparison with the real conditions; because, first of all, Chi-square is 152.24 with the significant level of 0.001 for the measurement model, indicating the desirable goodness of fit of the model using the observed data. Furthermore, the ratio of Chi-square value to the degree of freedom is less than 2; therefore, the model is confirmed in terms of goodness of fit. In terms of the Goodness of Fit Indicators such as RMR value and GFI, their values are higher than 0.9; thus, the model is confirmed in terms of coefficient of determination of the main structures, i.e., components of value-based university. It can be said that the organizational values of 0.71 have the maximum and the individual level values of 0.41 have the minimum explanation in the value-based university. According to the results of the implementation of the model at the individual level values level of a value-based university, it can be said that the fitted model enjoys of a desirable analytical power in comparison with the real conditions. Because, first of all, the value of chi-square for the measurement model is 267.84 with a significant level of 0.001, indicating the goodness of fit of the model using the observed data. Furthermore, the ratio of chi-square value to the degree of

freedom is less than 2; thus, the model is confirmed in terms of GOF. In terms of GOF evaluation indicators such as RMR and GFI, both are more than 0.9, so the model is also confirmed in terms of coefficient of explanation of the main structures, i.e. components of individual level values, and it can be said that among the components of individual level, the third component is good nature with an explanation coefficient of 0.67, they have the highest coefficient and the first component, i.e. knowledge and awareness, with a coefficient of 0.49, have the lowest coefficient among the components of individual level values.

Recommendations and Results Obtained from the Research Findings

- In the current research, it was tried to present a model of a value-based university in the Ministry of Research and Science, and the following recommendations are presented in line with the obtained results for the mentioned managers and authorities.
- Distribute and balance organizational positions through valuing knowledge and expertise.
- Paying attention to the issue that the development of the value-based university is a long-term activity and requires time.
- Many programs and organizational policies in the Ministry of Science are only in line with the goals and to meet some performance indicators, and often there is no thought to include values in policies and programs, so it is recommended that managers pay attention to this issue and to plan to develop the values.
- In order to institutionalize the University of Value-Based in the Ministry of Science, the way of thinking and value system of individuals towards this issue must be changed. Therefore, it is suggested to plan in order to change the knowledge of individuals, change the attitude of individuals, internalize and enter in the value system of individuals, change behavior and performance and take practical measures on this issue.
- For the freedom of action of individuals, equal opportunities should be created and the workforce should be evaluated without discrimination and based on individual function so that the effect of this mentality is not affected by informal relationships and all people feel valuable for the organization.
- Managers look at people as human capital and use their power and abilities in decision making.
- It is suggested that differences of taste be accepted in the organization and efforts should be made to pay attention to all tastes and to support the personal opinions of individuals in decision making.
- It is suggested that in order to increase the relationship between employees and managers of the organization and build trust in understanding organizational support, a system of suggestions and opinions should be set up and attention should be paid to practical issues so that employees feel involved in organizational policy and organizational and social issues.
- It is suggested that managers provide information to employees in such a way that they do not have difficulty understanding it and can use it easily.
- In order to implement a value-based university, managers should create a thinking room with the staff who have the knowledge, ability, and skill of decision making.
- A fair payment system and a sense of equality in payments, paying attention to the growth and development of the individuals, and the similar cases can encourage people to maintain the values.
- It is recommended that special attention be paid to the organizational culture, as an important factor that has drastic effects on the development of the values of the value-based university.
- In the interactions of individuals, attention should be paid to group communication and teamwork in order to strengthen the experience of cooperation and consultation, and also to strengthen individuals in terms of self-confidence.
- The employees of the organization should be given social responsibility to the extent that they act on it. As a result, members feel responsible for social issues.
- Managers give people morale and maintain solidarity and cohesion among employees, eliminate contradictions, and create a spirit of commitment in them so that people become committed to individual, organizational and social values.
- The required planning be done to improve the mental and spiritual peace.
- Using the model presented in this research to apply the value-based university in the Ministry of Science;

- Modification of structures and processes of human resource management based on value processes, components, and criteria presented in the present study;
- In order to improve and promote the current situation and achieve the desired situation of the value-based university, they should take a research and development approach and during several similar studies and their comparison, a native and desirable model of the value-based university should be formed.

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