

## Chapter 5

# Socially Responsible Culture and Personal Values as Organizational Competitiveness Factors

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### ABSTRACT

*Organizational success factors and thus competitiveness depend on humans, whose behavior depends on their knowledge, values, and circumstances, which also depend on knowledge, values, and circumstances of other humans involved, via organizations or individually. The three selected and briefed typologies of values are more complementary than competing alternatives, since they depend on authors' selected research viewpoints. They neither reflect nor oppose social responsibility. The fourth selected viewpoint covers the process of values' influence on human work/activity. Being based in the dialectical systems theory stressing interdisciplinary creative cooperation aimed at humans' requisite holism, this approach stresses interdependence and holism, which can be attained by responsible persons only. Thus, the values of (individual, corporate, or societal) social responsibility reflect systems approach and behavior that is critical for competitiveness in the contemporary times of Industry 4.0.*

## **INTRODUCTION**

The most cited authors on values describe values as given facts that can be classified from various viewpoints. We deal here rather with the impact of values in the work and other life processes. The global socio-economic crisis surfacing in 2008 led to finalization of a long-lasting effort generating the ISO 26000 as an advisory international standard aimed at overcoming the crisis – by implementing values of social responsibility, interdependence and holistic approach in the corporate practice, supported by seven principles, representing values. The researched problem is compatibility of the briefed three approaches to values: descriptive classification, influence in work process, and social responsibility, from the viewpoint of their influence over the organizational success.

Purpose and objectives of the research, reported about here, is to detect compatibility of these three approaches to values in comparison with systemic behaviour via social responsibility and their influence over the organizational success, thus competitiveness. The first three briefed values typologies do not necessarily support social responsibility, innovation and other organizational success factors, be it based on competitiveness or on monopolies, but they can do so depending on humans' choice. The fourth selected viewpoint covers the process of values' influence on human work/activity. Being based in the Dialectical Systems Theory stressing interdisciplinary creative cooperation aimed at humans' requisite holism, this approach stresses interdependence and holism, which can be attained by responsible persons only.

Authors see assumptions of the three selected dealings with values separated from each other due to their different selected viewpoints. Research is limited to these three viewpoints in terms of values' roles as organization's success factors (see e.g. Peršič et al., 2018; Štrukelj and Sternad Zabukovšek, 2019).

Research question (RQ) reads: Are cultural and personal values organizational success factors and thus influencing its competitiveness?

Research hypothesis (H1), which we derived from the research question, reads: Cultural and personal values are organizational success factors and thus influencing its competitiveness.

To answer research question and confirm the hypothesis authors will research cultural and personal values before and after ISO 26000 on social responsibility. We assume that although socially responsible and previous (before social responsibility awareness) culture and personal values are different they are organizational success factors, which were suitable for different periods of business.

After this introductory section we are summarizing research on theoretical backgrounds on values (Section 2). Section 3 connects circumstances, values and knowledge into a synergy influencing the starting points of human activity, including human objectives/goals. Also, we are introducing the Dialectical Systems Theory as a methodology used in this research. Next, we are briefing research on incorporation of values as organizational success factors enabling competitiveness into management (Section 4). Section 5 is devoted to ISO 26000 on corporate social responsibility and to the societal social responsibility. In section 6 we discuss our research results. Section 7 offers conclusions with further research directions, implications for society, practice recommendations and recommendations for policy makers.

## **THEORETICAL BACKGROUNDS ON VALUES**

Already in 1961 Kluckhohn and Strodtbeck introduced Values Orientation Theory. Their research of values in a describing and generalizing way suggested paying attention to five humankind's universal problems. They claimed that societies rank these problems in different orders of importance. Their re-

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