

ANALYSIS DYNAMICS VALUES FORMULATION IN THE CONTEXT OF THE BUSINESS ORGANIZATION' S MISSION

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Abstract

The economic activity goals reveal a number of aspects which express the need for re-evaluating the way in which the dynamics analysis values may be correlated with the wording business mission. Under these conditions, managerial undertaken strategies at the level of business may be validated in so far as they reveal purpose/ objectives assumed/ undertaken by decision makers (particularly top-managers). Moreover, compliance with eligibility criteria according to which management strategies are reflected, should be aimed at in our opinion improving decision-making process. But such a decision-making process involves an understanding of the judicious economic actors/ labor with regard to the way in which it is possible to analyze the dynamics values in relation to formulation of business organization's mission.

In these circumstances, a first objective of this research is analysis dynamics values in the context of formulation of business mission. In this way, by this approach, we strive to show you those conditionings that make it possible formulation of business mission in relation to organizational culture. On the other hand, a second objective that we have in view is given of the way in which is to bring about the process of defining and statement of organizational mission, a process linked to the size of axiological mission statement of business organization. This status as a matter of fact, in the light of the analysis we take into account, a business model in which the objectives, strategies, organization mission business become materialized in so far as that contextuality venture is validated in relation to socio-economic prospects. Therefore, the existence of phenomena such as social and economic situation involves a series of connections between different levels of displacing of the organization of business which provides, in fact, its legitimacy.

Keywords: *values dynamic, mission statement, business organization, organizational strategy, organizational culture*

JEL Classification: *M1, M2, M3, A1, A2*

I. INTRODUCTION

Economic reality can be supported by an entrepreneurial business model assumed by top managers. In other words, this status as a matter of fact captures a socio-economic perspective which seeks to establish that that the existence of a decision- making process confers legitimacy business organization. On the other hand, dynamic social reality expresses as a matter of fact some aspects through which there are placed in value management strategies undertaken by decision makers.

This manner of approach to mission statement reflects the need to develop the organization's departments business on the basis of the idea of social pragmatism. In this way, the need for management activities to the level of business reflects an architectural view which specifies the manner in which decision makers strategies are implemented. We have to consider in this context that such a materializing approach can generate an effect of rationalisation of assumed strategies. What's more, the value of the quality instrumental errors reflect that economic activity need to organize entrepreneurial skills with a view to increasing and the development of the organization's business.

On the other hand, the growth and the development of a business organizations involve taking into account diachronic/ synchronous analysis of the system of parametric value in relation both to the size organizational culture, as well as the manner in which it is formulated organizational mission. In this context, social relations under the organization of business supposes certain convergences adjustments coming to justify and validate the success of the organization's future. Therefore, comprehensive analyzes of this phenomenon illustrates explanatory perspective through which decision-making are encapsulated in relation to the manner of interaction between decision makers and employees in conjunction with specific dynamic organization values.

Thus, the acceptance within the organization of the business of certain values that belong to cultures converging social or dissenting views (Leung; Bhagat; Buchan; Erez & Gibson, 2005, 357- 378), also involve a reassessment of the way in which is to bring about the process management. What's more, interrogations

occurring in such an approach are like "staff is employed in accordance with the values organizational culture?" or "Organizational cultural values to be read, shall be adjusted in time and space as a function of human resource committed? ".

II. THE AXIOLOGICAL DIMENSION OF THE MISSION STATEMENT OF THE BUSINESS ORGANIZATION

II.1 Value and organizational culture

Assuming managerial strategies within the framework of the organization of the business and which should be in line with an assertion and formulation organizational mission involves taking into consideration of the idea of entrepreneurial performance (Dermol, 2012, 891-899). But such an idea linked to that of organizational mission arises from our point of view validity venture to the extent to which entrepreneurial creativity is "defined in terms of innovation" (Kindly, 1996). We have in view of the fact that entrepreneurial creativity may have economic advantage in so far as, thinking attribute managerial assumes implementation of certain strategies as a starting point in the idea of originality. Thus, in our opinion, originality can be seen both as principle, and as the value of creativity. For example, matching values between top managers and the values of the business organization's departments (Enz, 1998, 284-304) constitutes, beyond structural functionality, one of the conditions of legitimacy of power/ influence of business organization departments (**Figure no.1**).

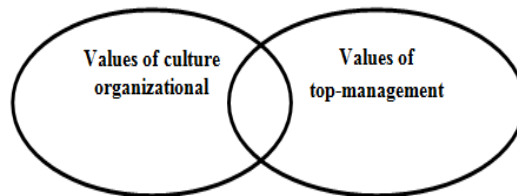


Figure no. 1 – The congruence between the values of top-management and the business organizations departments

Source: elaboration author

We notice that the forms of organizational mission by reference to the top-managers values and organization of the departments involved a reassessment of implementing management strategies. In other words, assuming a management efficiency implies, in our opinion, the validation of values to underpin implementation management strategies. Moreover, from our point of view, the wording and an assertion organizational mission may be materialized in so far as the implementation strategies (Schein, 2004, 7) shall be geared in relation to organizational values, the values top-management and organizational culture.

In these circumstances, we notice that problematic brought in question can be taken into account of a social axiological, economic pragmatism, aimed to legitimize the relevant explanation from the point of view of the culture epistemologically groundless of organizational dynamics in the analysis values in relation to the organization's mission formulation business. An example of this is the one that shows us that some uncertainties or disagreement retrieved to the level of business may generate income personal much smaller and poor results in sales. (Voss Z.G. and Voss G.B., 2006, 741-755). Although explanatory model of the value dynamics within the organization shall reflect, up, the reflective character of organizational culture, in practice, three built-in formulations in the process of defining the identity company are distinguished:

1. Organizational values are settled on top of management values;
2. Organizational values incorporate the top-management values, developing simultaneously and independent attributes;
3. The organizational values and top management ones have a common, but not identical fund.

We mention that, in our opinion, these distinctions are necessary in crystallisation of organizational identity, by reference to a number of internal, external or strategic variables. Thus, starting from a cause-effect analysis, it has been shown that organizational success of a crops shall be developed as a function of the manner in which individuals feel as they are important for this, by developing individual feelings of value to the organization

(Dyger; Jacobs, 49-51). The conclusion we can draw from this is the *existence of a reciprocal, pragmatic corresponding between value and organizational culture*.

Also, we notice that the role of employees within the organization is one important, in the sense that the values, beliefs and their loyalty is in direct relationship with undertaken in matters purposes of management (Simone; Verner, 2012, 521-522). On the other hand, assimilation by staff members of the organization's business mission determines them to be capable of more performance (Akerlof and Kranton, 2005, 9-32). Therefore, we notice that from the point of view of organizational performance (under utility report-efficient) it can be accepted a further correspondence ("mutual") at the entrepreneurial praxis namely *the value is the same as organizational culture*.

The idea that we want to emphasize refers to the fact that organizational performance, i.e. its improvement (Fombrun and Shanley, 1989) are closely related to the value sequences encountered in entrepreneurial activities. We identify in this way, in the value circuit at the level of the business organization the following conditionings which, from our point of view, give meaning to the concept of performance:

- value - individual (packaging found in relation to business decision makers - top managers - and employees);
- value - organizational culture;
- value – business organization.

II.2 The internal combination value and external business organization

A judicious analysis of the "value" concept as it is sometimes encountered in our previous positions, sets us in an axiological size, within which, the center of gravity is given by the need for membership. You can generate performance if you're part of a given organizational culture or if you're an organization of business. In other words, the specific value for an individual, an organizational culture or by an organization acquires business relevant pragmatic in so far as this belongs to individual, and organizational culture and organization of business, but also to the extent to which lay at the basis of intrinsic pragmatism. In this context, we appreciate that the risks in their own purposes, specific value for an individual is one that brings the individual human being in the organization (as a employer or an employee) and therefore the one that the individual level be charged on a particular/ subjective. In addition, though intrinsic pragmatism we understand the efficiency obtained as a result of the application of a management performance in relation to the values and strategies internally assumed. As a result, we could highlight the concept of "value" in a universe of specific discourse, and the understanding we could assign concept of "value" (in relation to the individual, organizational culture and the organization of business) is an internal one.

In these circumstances, we believe that it becomes relevant the necessity of assuming values from the outside universe of discourse, understood as values or related context-sensitive and which are generated and application of those principles in virtue of marketing. Such values are part of the universe of discourse, belonging to it, but can be found at the same time outside axiological core standing by/ in organizational experience of the firm/ company (**Figure no.2**). Therefore, these "artificial" values related or external context-sensitive are those inserted into "consciousness" from stakeholders organizational determinants through community social pressure reference.

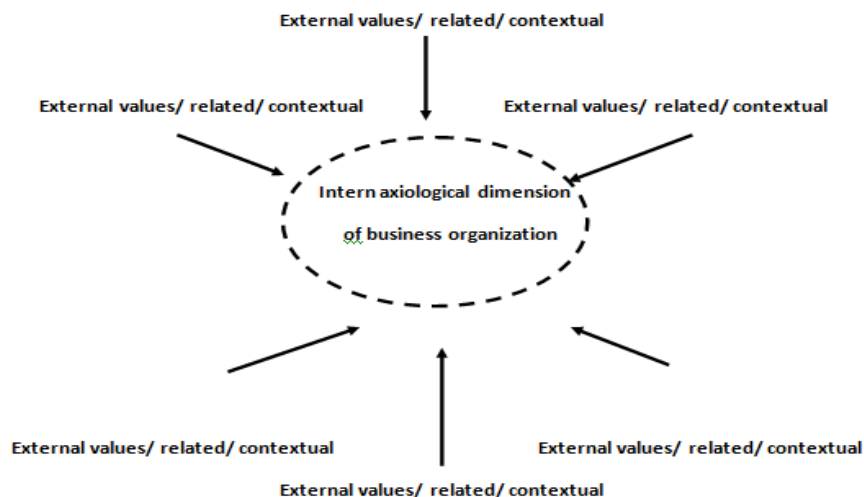


Figure no. 2 – Relation between intern axiological dimension of business organization and external values. Related values/ contextual values

Source: elaboration author

In this sense, we identify a powerful dimension of the culture and a specific size of the culture weak. Thus, in the case of powerful cultures values and intense beliefs are predominant, promoting in this way individuality organization. It is a case to illustrate a perspective which reflects how is charged and it feels the organization of economic affairs on the market.

This perspective reflects the way in which organization in the market behaves, but also how is seen regarding the value sequences to which it shall be reported. Driven in such a process value, thinking top-managers assumes the attribute of organizational mission which can be explained in relation with the idea of identity of the business organization. In our perspective, management of such strategies are within the size check/ decision-making strategic management. In this way, the organization's mission business together with axiological dimension involves a methodological approach/ scientific of the way in which it takes place and is to be carried out by economic activities under the business organization. In fact, mission statement of the business organizations, which is focused in particular on financial performance (Atril, Omran and Pointon, 2005, 28-35) positions strategic management among the priorities of decision makers regarding the design, implementation and materializing entrepreneurial strategies.

On the other hand, the behavior of the business organizations reflect the co-ordinates size adjustments in relation to defining and an assertion organizational mission by means of parameters expressed in economic and psychological terms. Thus, legitimacy of economic activities carried out at the level of the business, program illustrates, on the one hand, the correspondence between mission statement and purpose organization (Sufis; Lyons, 2002, 255-262), and on the other hand, the relevance of the relation between the external and internal values. For example, in the case strong organizational cultures, the value sequences invade from interior to exterior. It should be noted that is very difficult for them to penetrate the universe of discourse of the organization's of external value sequences. Cumulation of the organization's internal value (the axiological internal core) is not very affected precisely because natural selection of those recently recruited/ accepted works very well. Desire for input and membership within an organization involves powerful modeling and personality of individuals after their beliefs, values and organization as such image.

We can talk in this case about a certain cohesion found among the members of such cultivation, consistent in relation to cultural factors specific of internal organization. An argument that we bring in this respect is that such powerful cultures gives to members of, the mind/ psychologically a behavior so deeply that manages to change and to bring about a change in their personal life, as well as in external environment. Furthermore, an organizational culture is distinguished from another culture just by organizational values which promotes and on the basis of which it is satisfied. In this way, we can differentiate a culture over another in particular by reference to certain symbols, heroes, rituals or practices specific social (Hofstede, 1997, 9), sequences through which value will be structured in time the climate/daily life philosophy of an organization.

III. ASSUMING THE VALUES WITHIN ORGANIZATIONAL CULTURE

The identification of fundamental values of managers within the framework of the organization of business involves taking into account of the intended purpose found within the framework of the task in relation to organizational understanding of behavioral characteristics of its members (Athanassiou, 2000, 471-487). Thus, it can be placed top-managers communication with other actors, as well as organizational and personal charisma to top-managers reported in relations with other people in your organization (Hayibor; Agle; Sears; Sadamali; Ward, 2011, 237-254). In addition, the existence of a model demonstrating the effectiveness of the strategies undertaken at managerial level confirms the need to couple of 5 determinants of providing organizational mission in implementing strategies for the top-managers: the specifics of the mission, the process of promoting mission/vision, credibility, commitment, organization processes used in the development of the mission. (Gary,Papadakis, 1998, 35-54).

An interesting example referred to in the effective implementation of organizational mission we find in organizational culture the American sort, within the framework of which it is clear that there is an emphasis on promotion of the values that emphasize the need for strong implementation (individual), rigorous planning, self-determination, collaboration as a group and a short distance to the rulers (Nicolescu, 1997, 241). Of course, that the assuming of such sequences adjustments at top management level is not possible without taking account of the way in which it is made and the organization's mission as stated business. In fact, the materialization of organizational mission generates effects that can be quantified by analysis of human intellectual capital within

the organization (Bart, 2001, 320-330). Perhaps, it is not an accident that, an assertion organizational mission is perceived as an instrument of corporate reporting time on the coordinates in which it is to bring about: past/ present/ future (Stallworth, 2008, 94-119), taking into account such pragmatic, ethical and emotional issues.

III.1 Assuming the values within organizational culture by top managers

Assuming the values within organizational culture by top managers must include a synchronic analysis, as if it was from the point of view of logic action of idea organizational culture. We have in view, the impact (positive or negative) which an organizational culture can have over the organization of business. It is in this situation as a matter of fact about what in the literature and practical vocational can all be found under the name of "culture".

In other words, to the extent that the organization's business culture is powerful, pragmatic president would miss no opportunity of its visible just by managerial strategies applied by decision makers. A strong organizational culture is visible through which represents a manager. What's more, such managers may strong transmit and deploy value sequences easily inside the organization of business. As a matter of fact, designing values in time, values to which they relate in fact the organization of business, constitutes a relevant indicator to organization's uniqueness and the aspects that distinguishes its culture of any other organizational crops.

But no matter the cultural model in which is to bring about, managerial values are entered into, in economics, as an instrumental while gaining constant function active organizational behavior. In fact, the clarity and organizational culture is conditional on just complementarity instrumental values -final values. Top management roles are reflected in the policies and organizational involving mandating employees (Ugboro, Obeng, 2000, 251) as the value instrumental errors. For example, confirming presumption according to which social responsibility can be which resulted in so far as the organization's business decision makers become moral agents Carroll, 1991, 39-48), it is imperative that, for the transfer of values on invisible sphere in the visible, to redefine the concept of "employer". This strategy, being attributed to most of the times to top postmodern management, is defined as such delegation, actors looking like an indication of organizational determinants and constitute one of the main forms of manipulation of the culture already crystallised in the process of identifying the business of the mission.

An exceptional case is *F Recruitment International*, which in a short time since its establishment (2014) has managed to exceed the level of performance (online performance rank) of a platforms with an object of similar activity, Krevin ((<http://www.krevin.ro/en/index.php>)⁷ namely, recruitment of labor (**Figure no.3**). We notice in this context on the platform F International Recruitment values as well as *force, responsibility, integrity, novelty, tenacity* (<http://frecruitment.ro/en/principles-and-values/>)⁸. Such values become comprehensible description and can be encapsulated, in our opinion, in so far as the managerial paradigm is accepted in the process of materialization the specific activities of the organization's business.

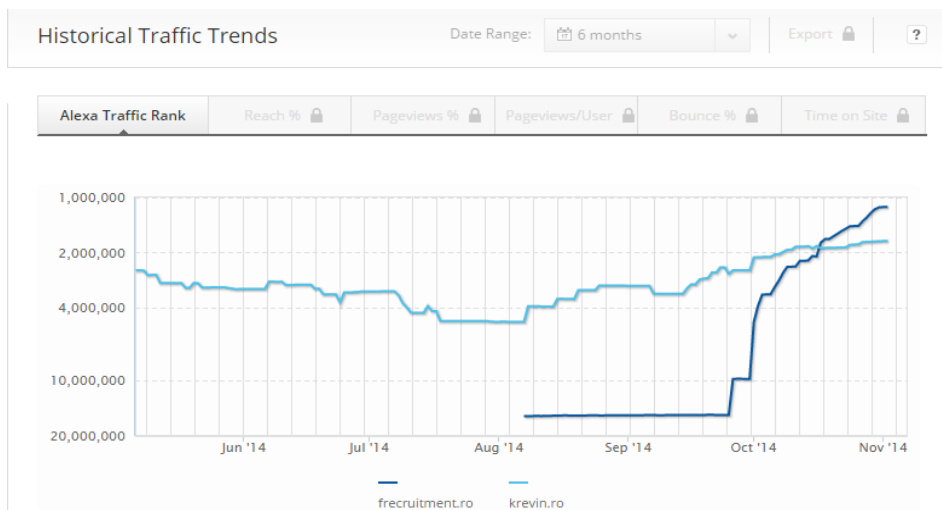


Figure no.3 Comparative analysis between F Recruitment platform and Krevin platform
Source: www.alexa.com [accessed 06.11.2014]

⁷ Krevin platform international organization website: <http://www.krevin.ro/en/index.php> [accessed 06.11.2014].

⁸ F Recruitment Platform international organization, website: www.frecruitment.ro/values [accessed 06.11.2014].

We notice in the plan paradigmatically a series of openings designed to capture his secret success of a certain company. We have to consider especially the pragmatic values of a certain organizational culture, which also come, in the same time, to clarify the rules of their behavior within the socials. Due to the fact that a specific crop incorporates those values and beliefs found in the form of a civilization date on members of a group (Cormerais, of Milo, 1994, 54), we can appreciate that the identity of organizations (in the present analysis it is to be understood that we are referring to the organization of business) is reflected by a specific set of attributes (Fischer, 2008, 99), within the framework of which we can identify the size value sequences. However, what we want to emphasize is that, from our point of view, the values do not necessarily and sufficiently an implicit conditioning of performance.

III.2 Management performance and value corresponding to the business organization

The problematisation of managerial/ entrepreneurial performance , of operational proeminence acquires the projection in this context particular attention, motivated by understanding the needs of additional structures mission of business, a concern which, from our point of view, it should be linked with the idea of polarization of axiological fundamentals level organizational culture. Such an approach could be facilitated, we believe, by a distinction in shade between what we call "visible" (the values which are easily perceived and which relate to prescribed behaviors) and "invisible" (may be those individual values, not necessarily, and which relate to social desirable behaviors) in organizational context. As a result, beyond conceptual standardizations aimed to justify the explanations with regard to potential fulfillment parametric value in a model of the organization (Geus, 2002), we would like to stress that the displayed values are not always active values, as those that are not visible and are not necessarily passive values (Figure no.4).

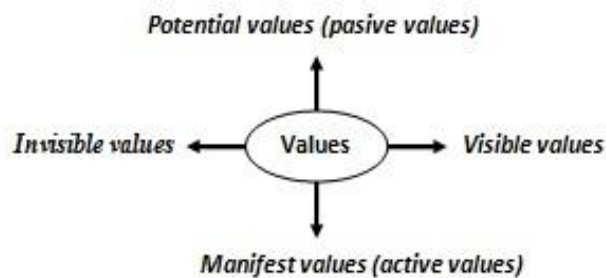


Figure no. 4 – Axiological corespondences related to the management’ s manifestation forms

The relevance of value adjustments on the basis of forms of manifestation of management illustrates the need for effective strategies with regard to the materialization of organizational mission. In this way, the idea of pragmatic management represents, in our opinion, forms of manifestation of the decision-making process. Furthermore, managerial/ entrepreneurial strategies shall mean a coordinated of economic requirement manifested on the market through which may be highlighted the size of value sequences to the level of business.

The report of visible/ invisible values changes with resizing the organization's business (Figure no.5). Exchange value dynamics organizational culture and determines managerial scenarios in which they are inserted, by virtue of the market economy, distinguishing between new values from the perspective relevance from the interests stakeholderilor (the higher the organization, the number of invisible values increases -in other words, the organization is exposed to multiple sequences adjustments). A relevant example to this theory is the development company F Recrutement International (F Recruitment Int.), whose values have changed by universalizing visible⁹values and extending the register invisible values¹⁰.

⁹ Transfer/extension French company of the space in the European principles of re-evaluation of achievement of mission and, by default, the values involved in the implementation of strategic formulated objectives

¹⁰ For the avoidance of forms of relativism by value at the intersection of two different crops (in the example given it is about culture French and Romanian one), some values "borrowed" remain visible (but not liabilities), while others (the matching assets, i.e. the values similar) are undertaken by top-managers and have a relevant highlighted at the level of the image of the organization's business.

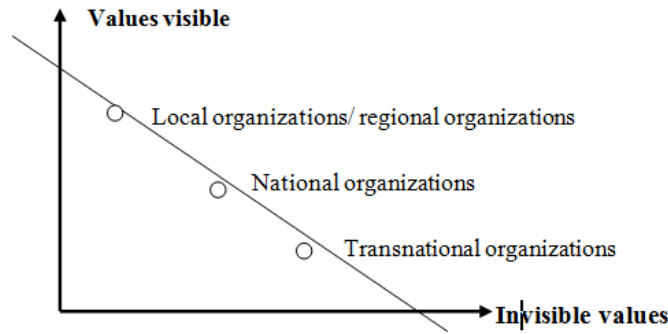


Figure no. 5 – The theoretical model of representing the stadiality’ s value

Source: elaboration author

Under the conditions in which business mission is not modified (recast), organization of business development involves a range of constant report of visibility of the values. At the relational level any invisible value may become visible through consensus among other organizational determinants. On the basis of these requirements, records axis corresponding to value objectives set by decision makers in the implementation of the business mission can be illustrated by representations of analytical results which demonstrate the relationship between specific mission statement content and organizational longevity" (Smith, Heady, Carson, P. P. and Carson, K. D., 2003, 75-96).

IV. CONCLUSIONS

Mission organizational viability is located in close liaison with the size value sequences under the organization of business. It is obvious, in this context, that pragmatism of dynamic values is evident in so far as functional reality of the organizational structure has a correspondent in accordance with the procedures for the elaboration and implementation of managerial/ entrepreneurial strategies. In this way, the idea of legitimacy of pragmatism illustrated by the size value sequences, in the context of mission formulation of business, may be validated in matters of management if dynamic economic reality represents a relevant coordinate in terms of the mode of operation and, by default, the functionality strategies undertaken by decision makers. In this respect, the main aspects identified by us in the process of analysis of dynamic values in the context of formulation business mission by reference to the ideas of culture and organizational performance management techniques are the following:

- (a) Between assuming the values and mission of business there is a two-way correspondence;
- (b) Organizational culture constitutes a relevant indicator to a company identity, identity explained via sequences adjustments undertaken by decision makers.
- (c) The assertion and the public definition mission of business organization mission to relative to the size of its axiological dimension involves a whole decision-making process based on materializes strategies developed and implemented on the basis of organizational determinants validation;
- (d) The correspondence value adjustments on the basis of forms of manifestation of management is a powerful support to illustrate/ explanation theoretical model for representation of stages adjustments, model which may find application in the process of growth/ development of the business organizations.

Allowing an identification of the key products and services, of the technologies used, the target groups of customers and their needs, the range of products and services that the organization provides or intends to produce, the definition of the mission can be considered an informative-analytical process. Another specific feature for the enunciation of organizational mission is a succinct format designed to concentrate the main concepts of this operation. Moreover, drafting the mission that company has, involves a series of related conditions designed to ensure a realistic, motivational, specific and global nature.

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