

**"SHARED VALUES" AS A MODEL OF BUILDING STABLE WORK ENVIRONMENT IN THE COMPANY**

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**Abstract**

The improvement of company management requires a new way of thinking, aimed at reducing control mechanisms and on the other hand stimulating development of human potential of employees. Modern model of "Shared values management" is based on loyalty to one mission and existing general values. The main purpose of this report is to expose the role of established values. Individual needs, expectations and attitudes along with shared values form internal motivation of employees and influence on their job performance. The model of building stable work environment requires harmonization of company and individual values. The influence of management should be directed to establishment of shared values. There are many examples of the application of the model in mine industry. All of them prove that "value approach" in management is significant for increasing the efficiency of work.

**Key words:** *shared values, stable work environment, "value approach" in management*

**Introduction**

Nowadays we are witnesses of dynamic social-economical changes. These changes enforce the need of new approach to human resources in companies. This method is bound up with new way of thinking of managers aimed at reducing control mechanisms and stimulating development of human potential. Nowadays management concept pays attention to improved efficiency and productivity of work, which accompany with bigger complacency and professional prosperity of employees. „We live in one of those rare historical moments when the two most important elements and preconditions of social change are available – new values and economical need. Non of them separately is strong enough to make this social change. It requires combination of changing values and economical need. Exactly what we see now – new humanistic values and global economical imperatives“ [3]

New challenges in front of management of 21st century are in two directions. On the one hand are increasing competition, fierce battle for customers and striving towards market leadership, all imposed by technological and organisational innovation. On the other hand are changes of general human values bound up with growing public socialisation. The reconsidetation of values is not only in governmental communities, but also becomes obligatory element of management in industrial companies. In our modern informational society, personal motivation is bound up with striving towards high quality of life in work and social environment.

The modern model „Values Management“ is based on loyalty to one mission and existing shared values. The main purpose of this report is to expose the role of established values, which along with individual needs, expectations and attitudes form internal motivation of employees and influence on their job performance.

**1. Stable work environment and values**

The main question is if there is a place of values in work processes of the organisation. Values as a subject of human activity and public relations are bound up with the way of life, the idea of prosperity, bad and good, allowed and prohibited, justice and injustice. Values are the ideal of humans, the standart of behaviour, rating themselves and the others. It contains this

rating element that helps human perception. Through the prism of individual and organisational values, different people rate and understand events and activities in the company. The established values define the indicator Justice, which influences on motivation and behaviour of employees.

Ethical standards in business create and regulate stable work environment. The company should consider personal motivation for professional growth and public prestige and also values potential of employees in its aim at development. Individual awarded conceptions of responsibility, vocation, tolerancy, trust and emotional intelligency along with public mechanisms strongly affect the stability of work environment. Michael Porter writes „Not all profits are equal. Profits including social goal are higher form of capitalism and create positive cycle of the company and public prosperity”[7]

Establishing values in the organisation leads to higher level of empathy, consciousness, personal engagement. Individual behaviour towards respect, mutual assistance and general values is unifying element of the company and society in common. This business model aimed at protection and benefication of universal values operates with consistently created ideals and beliefs, cooperation between all interested, integration and coordination for solving social-economical and ecological problems.

Corporate culture of the company is built on general beliefs, attitudes and suggestions, which predetermine the following actions. Values are those social principals, goals and standards of the organisation and its members that generates trust in the company. The model of building stable work environment requires harmonisation of individual and corporate values. Influences of management are directed to establishment of „shared values”. Company competitiveness requires „values“ to be taken into account in every management decision.



**Figure.1.** Shared values: company – interested parties

All these benefits of values approach are undeniable. But they are also bound up with maintenance costs. Creating goods that balance material and immaterial needs of society requires fund for :

- Charity and socially significant campaigns;
- Attention and sympathy to all interested – employees, shareholders, local communities, society, state;

- Compliance of personal data protection and copyright policy;
- Refuse to use unauthorised means for competitive advantage and economical profit from unethical behaviour or violation of public rules and norms.

Established values in the company active direct the behaviour of the employees. When a person accepts and shares organisational ethical standards, he also makes effort to achieve them. Main management influences should consider individual values and harmonise organisational goals with inner human motivation. The result is stable and motivated behaviour and performance, engaged with company goals. Shared values are key element and unifying power for management and also for the employees, an important factor for building stable work environment.

### 2. Good practices for building stable work environment

One good practice for stable work environment through shared values is established in the internal regulations in one mine company: „Our aim is to encourage work environment full of dignity and respect, which match our values and where we require from our employees professionalism, politeness and respect towards each other and all members of communities we work in.“ [6] The company has an official corporate policy and practice for exposing irregularity regarding ethical rules. Its aim is to establish the order and conditions for receiving and reviewing complaints (confidential and anonymous) about problems with accounting, internal control and audit. Complaints are sent to Audit board which makes revision. With this whole policy the company shows that discrimination and repressive measures above employees, managers and officers are not tolerated.

Another way for communication based on shared values in mine company is the intranet platform with various opportunities.[5] Except the current corporate information along with presentations of the activities, private listings for supply and demand also could be published. This platform encourages social communication between employees and also the opportunity for awareness of the community. The intranet allows conducting short polls and employees` voting. This way they can fully take part in the activities of the company as they understand their vote counts and won't be ignored. The process of taking decisions becomes opened for every employee and after that managers measure the contribution.

An example for shared values between mine company and local communities are permanent information centres for citizens in Pirdop and Zlatitsa [5] They started 2011 and give information to local people about all questions concerning the activity of the company. Such questions are protection of the environment, opportunities for new work places, corporate social responsibility and all the events connected to it. Regular meetings are organised in these centres between local people, managers and specialists. Social problems and priorities for partnership between community and companies are mostly discussed.

At the base of the idea of creating industrial clusters is the conception of shared values. According to it market's development come not only from the needs of corporations, but also from the needs of society. Only when business invests in creating values it achieves longterm, stable and competitive economical value. As society needs successful business, so do business needs successful society. Not only in terms of demand for goods and services, but also for provision of key public assets, prosperous and stable environment. The conference „Creating Shared Values“-08.06.2016г. has the goal to promote and help stable and beneficial cooperation between business, state and society. The accent was presentation of new possibilities for business and citizenship to identify and solve their problems through „shared“ stable corporative policy.

In mine industry cluster there are already four laboratories with shared resource for development and application, bound up with innovative conception „Shared values“ – the next level of corporative social responsibility. [1] Companies from the clusters annually organise days of open doors where they present their projects and initiatives for improvement of infrastructure, health care, education and development of culture and sports in their communities. An accent in their work are investments in safe places of work, in training and qualification of human resources, and also in cleaner environment. Through „shared values“ conditions for prosperity of the industry, effective and reasonable use of natural resources and protection of public interest are created. Keeping high ethical standards and business practices gives the opportunity for increase of work efficiency, improvement of relationships between interested and society trust in mine industry.

### Conclusion

Nowadays management conception pays attention to improved productivity and efficiency of work, along with bigger complacency and professional prosperity of employees. Stable work environment is created and regulated by ethical standards in business. The model of building stable work environment requires harmonisation between individual and corporate values. The influences of management should be directed to establishment of „shared values“. This business model aimed at protection and benefication of universal values operates with consistently created ideals and beliefs, cooperation between all interested, integration and coordination for solving social-economical and ecological problems.

Good practices from the model „Shared values“ in mine industry prove its place in companies' management and its significance for work efficiency increase. Only when business invests in creating values it achieves longterm, stable and competitive economical value.

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