

Occupational Values in Lithuania Police Organization: Managers' and Employees' Value Congruence

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Organizational values are long-term belief of what is right and what is wrong, and what is desirable and valuable in work situation. They dictate behaviour of members of the organization. Therefore, organizational values are a key element of organizational culture. The purpose of this paper is to present results from survey of the organisational values of Lithuanian police organization which is going through the process of organizational transformation. That is why it is so important to identify how officially expressed values, goals and norms of organization are shared among the members of the organization. A questionnaire was developed and 199 Kaunas city headquarters officers were interviewed. 21 police organizational values were based on Glomseth, R., Gottschalk, P., Hole A.S. (2010) police personnel occupational values. This paper analyzes the employees' perception about the dominant and less important occupational values. The results of the survey show that police officers highlighted such professional values as time being firm, task orientation versus relation, security and integrity rather than effectiveness and productivity, formal communication preferable to informal, control rather than freedom, hierarchy rather than equality and empowerment, firm leadership and tradition versus changes. The hierarchy of occupational values shows that the organization is fully formalized, and its activity is controlled and planned. Status impact on the perception of value was determined - although employees similarly perceive organizational values, there are more similarities among professionals and managers than between first line officers and managers.

Keywords: *values, organizational values, police organization, organizational transformation.*

Introduction

The latest management theories already speak about the values as one of the factors determining organization's success. Value system programs all human activity, determines the main line of behaviour. Targeting, choice of alternatives, and value of individual behavioural expressions are based on values, as they form the specific behavioural norms and direct workers for the general purposes (Arnold & Randall, 2010; Robbins *et al.*, 2011). Organisational values are one of the key elements of organizational culture; according to them we can understand and appreciate the culture of the organization itself, its specificity (Schein, 2010). Values determine how the organization perceives good and evil, what is valuable and preferable in the work environment. In other words, it is the organization's values that determine organizational behaviour and culture.

Values are important in the organization because the resemblance in perception of the same organizational values makes organizational culture effective and functioning (Weiss, 2001). Perceived organizational values refer to employees' beliefs about what practice are acceptable or appropriate in their organization (Trevino, 1990). Organizational values are a long-term belief that connects members of the organization for co-operation and for implementation of the goals of organization. The study of individual and group-level values in organization is highly important because this knowledge can help

managers to understand and predict attitudes towards various organizational outcomes (Meglino & Ravlin, 1998). Values also serve as standards for evaluating employees' behaviour and organizational success. Different studies show relationship between organizational values and individual values (Ros *et al.*, 1999), self-esteem (Naus, *et al.*, 2007), ethical behaviour (Jin *et al.*, 2007), organizational commitment (Finegan, 2000; Abbot *et al.*, 2005) and other important organizational factors.

In today's era of rapid changes in societies and increased competition, organizational values cannot remain the same as before because of demanding work conditions and public expectations. In this regard, law enforcement organizations in Lithuania are going through huge changes which make a big impact on organizational values. Lithuanian police reform, which started in 2006, faced different problems – high criminality, economical difficulties and lack of experience in modern management. Law enforcement organizations had to overcome Soviet system's values of police such as militarization, hard hierarchy, corruption and secrecy. Such organizational culture was not exceptional only for Lithuania police. Closure, secrecy, loyalty and no communication with the environment, no communication with the media or the public during investigations are suggested as typical characteristics of police culture by culture by investigators (Reuss-Ianni, 1993; Fielding, 1984). And in nowadays it was found that occupational culture of the police organizations emphasizes secrecy, self-protection,

violence and respect (Cristensen & Crank, 2001). At the same time community policing philosophy strongly influenced these traditional values of law enforcement (Lilley & Hinduja, 2006). With regard to the organization's culture and professional values in the police organization it is important to mention that they are formed by the requirements of the working environment and the organization's environmental culture (Christensen & Crank, 2001). Police organization management is specific; it is often different from the traditional management and raises additional requirements for executive's understanding of organizational culture (Glomseth *et al.*, 2010).

Present leaders of Lithuanian police communicate values of contemporary police organization according to the Republic of Lithuania "The Long-Term State Development Strategy", which provides that "there will be created such public safety system that the institutions responsible for public safety and (or) public order would guarantee public safety by providing citizenry with high quality services efficiently and rationally using taxpayer funds." Further, in terms of public security as one of the main factors of public safety, among other things, it states that it is necessary "to foster the effectiveness of public security and public order institutions: to improve the management and operational practices of these institutions, networking, relationships with other state and local agencies and the population; to develop bilateral and regional cooperation, actively participate in international public safety organizations to ensure proper material, technical and information provision of the police and other public security and public order organizations; to develop education and training system of the officials, allowing rational use of departmental and other research and educational institutions potential and to take a positive experience of the development of the officials in Europe and other foreign countries." (The Long-Term State Development Strategy).

From the text of the Strategy it is clear that in the long-term vision of the State, public safety should be ensured by the new type of statutory organizations. The same value orientation of Police was declared in the 2012-2014 Strategy, in which the Police Department undertook to create preconditions for the creation of attractive, motivated and effective police system (The Strategic plan of Police Department under the Ministry of Internal Affairs for years 2012-2014).

In summary, we can say that implementation of the new Lithuanian police organization paradigm requires the new professional value system and changes in the organizational culture.

Studies show that in the process of organizational transformation the values must be present and operationalized for organizations to successfully change, and the role of the leadership is facilitating that change (McNaughton, 2003; Hendel & Steinman, 2003). Whereas espoused values represent officially expressed values, goals and norms of organization, it is important to identify how these values are shared among the members of the organization. Therefore, it is important to determine what organizational values the police organization leaders consider as important and how those values are perceived by their subordinates. The knowledge of employees'

organizational values enables managers to determine whether the organizations' values are consistent and meet their corporate goals. Many researches focused on the person and organization fit show that value congruence is favourably related to important work outcomes – satisfaction, commitment, ethical behaviour (Verquer *et al.*, 2003; Ros *et al.*, 1999).

An organization has different status, age, gender, nationality workers, whose approach to the organization's values may differ. The research has shown that gender, race and age have significant effect on some of organizational values and these groups differ significantly in their perception of the importance of certain organizational values (Martins & Coetzee, 2011), therefore it is necessary to explore and understand the assumptions and reasons of the values perception and acceptance differences and similarities.

In this study, we sought to clarify the existing police organization values and how employees perceive and evaluate them, because only clearly defined and identified values become the management tool to better target the desired employee behaviour.

The aim of study is to analyse the organizational values of the Lithuanian police organization in Kaunas County Police, to identify the most important values of this organization and to explore and compare the perception of managers and personnel about organizational values.

Methodology of the survey

To achieve the research objective, the questionnaire to investigate the values of the organization was established. Preparing the questionnaire it was based on Glomseth, R., Gottschalk, P., Hole A. S. (2010), who had classified police organizational values dimensions, forming the scale of 21 bipolar values. While making the scale of values, it was based not only on theoretical material on the prevailing values of the police organization, but also it was sought that the values would match the realities of Lithuanian statutory organizations, and therefore we consulted with the Police management personnel on how they understand and evaluate the formulated values. Their comments and suggestions were taken into account, then the final version of the scale was constructed. We shall briefly describe the studied values presented by opposing pairs of values.

For each group of values two propositions were formulated. Subjects had to evaluate in a 5-point scale (1 - strongly disagree, 5 - strongly agree) the extent to which the statements about the values are inherent in their organization. The survey took place in January - March of 2012. Invitations with the reference to web-based questionnaire were distributed via Kaunas region police institutions emails, available to all 1000 employees, 199 have returned filled questionnaire. Anonymity of the respondents was also highlighted.

Respondents' profile. The number of female respondents was 92 (46 %), male – 107 (53.5 %). The respondents according to the type of work were distributed as follows: first line officers – 70 %, specialists – 23 % and managers – 6.5 %.

Police Organization values' dimensions and their meanings

	Police Organization values' dimensions	Police Organization values' dimensions meanings
1.	Time firm / Time floats	Scale indicates whether the organization effectively plans working time and outlines clear deadlines of tasks.
2.	Changes / Traditions	Employees are open to change and new activities, or, on the contrary, traditional and time tested methods are important in their work.
3.	Individualism / Group orientation	Supported initiative and personal contribution, or there is a seeking for collaboration with others to achieve common goals.
4.	Freedom / Control	People are given autonomy in their work or there are many restrictions and controls.
5.	Privacy / Openness	People do not show their real thoughts and feelings or openly share personal information.
6.	Informality / Formality	Employees have a clear definition of what is needed to be done; communication is rather formal and defined by rules.
7.	Individual competition / Co-operation	Different groups of people collaborate, or anyone is trying to achieve or exceed personal results.
8.	Equality and Empowerment / Hierarchy	Leaders are open to employees of all levels, or power and management is in hands of a few individuals or groups.
9.	Short-term objectives / Long term objectives	Long-term performance goals and measures for achieving them are formulated and explained, or employees are interested in short-term objectives and do not see prospects.
10.	Work / Balance	People need to devote more of their time for work in the police than other activities or it is more important to take care of your health, family, leisure time than to indulge job.
11.	Task / Relationship	The most important at work - to achieve good performance and improve your professional skills or your focus on there in the team would be good friendly relations.
12.	Direct / Indirect	Conflicts are analyzed and constructively dealt with or communication is formal and businesslike.
13.	Practical / Philosophical	Individuals deal with work situations and problems solely on the basis of practical experience and knowledge or in order to improve performance use and assimilate new theoretical knowledge and techniques.
14.	Safety / Challenges	To ensure the safety of employees the organization analyses situations, plans, develops skills or organization applies constant changes in order to overcome the challenges posed by the continuous nature of the crime transitions.
15.	Security and Integrity / Effectiveness and Productivity	In performance of their duties staff complies with laws and ethical standards or in order to achieve greater efficiency and productivity they are allowed discretion.
16.	Firm leadership / individual creativity	People obey leaders unconditionally or creative thinking is encouraged in the organization or workplace.
17.	Openness / closeness	Deny or conceal adverse information from the public or nobody bears any responsibility for errors, so they keep recurring.
18.	Craft organization / Knowledge organization	Focus on practical skills and standard methods of operation or tends to respond to citizens' expectations and to make the change in work.
19.	Stability / Instability	Organization observes a clear vision and priorities or Strategy objectives and priorities are changed regularly.
20.	Learning organization / Non-learning organization	Employees from different departments exchange information, knowledge and experience in the organization, it is cared for staff development or vice versa.
21.	Recognition (rating) / Repudiation	Employees are objectively, fairly and adequately evaluated according to the results, everyone receives financial or other compensation for the results (both managers and staff) or the opposite.

The following employee age groups were classified as follows: less than 30 years old – 84 respondents (including 1 % of them were managers, 57 % specialists, 26 % first line officers), from 30 to 40 years – 77 respondents (including 5 % of them were managers, 53% specialists, 18 % first line officers), more than 40 years – 39 respondents (including 7 % of them were managers, 30 % specialists, 2 % first line officers). Empirical data were treated by conventional methods of mathematical statistics (using SPSS 12). In order to compare managers, the averages of answers of first line officers and specialists of the relative sizes of comparison were applied.

Results of the survey

The average assessment of each pair of values representing the organizational values is given in Table 2. 5-point rating scale determines that the average rating is equal to 3 points, and measured values importance increases with increasing score. Comparing the pairs of the values it can be seen what of them are characteristics of their organization. You can pick out a few the most important values of studied organization:

- *Firm time limits* (4.18 points) - an organization regards appropriate time use and punctuality.
- *The task is more important than the relations* (4.13 points) - the most important at work is to achieve a good performance and improve own professional skills. Thus, an organization is more focused on the task, than in the climate and relationships.
- *Security and integrity is more important than efficiency and productivity* (4.00 points). Employees perform their duties in line with laws and ethical standards. In organizations it is more important to comply with laws, rules, and instructions.
- *Formality is more important than informality* (3.95 points). The organization clearly defines what is needed to be done. Fully formalized organization is controlled and planned.
- *Control is more important than freedom* (3.88 points). The organization has a lot of restrictions and control activities. Control is important for compliance with relevant laws. The organization is hierarchical with a clear command and control apparatus.
- *Hierarchy is more important than equality and empowerment* (3.75 points). Organization power and

management are in hands of a few individuals or groups. Partially hierarchical control exists, but at the same time openness of leaders to employees is marked.

- *Firm leadership is more important than individual creativity* (3.70 points). Organization leaders are implicitly obeyed. The organization traditionally maintains a strong leader culture.

- *Tradition is more important than change* (3.66 points). Traditional and proven working methods are important in the work of the police. This proves that police organization is more *handicraft organization versus knowledge organization* (3.68 points) with the focus on practical skills and standard methods of operation.

Table 2

Average rating of the organization values

Nr.	Organization values	Statements characterizing values	Evaluation avg. points
1	Time firm / Time floats	...working hours are effectively planned.	3,72
		...clear deadlines for tasks are outlined.	4,18
2	Changes / Traditions	... people are open to change and new activities	3,17
		...traditional and proven in time work methods are important in the work.	3,66
3	Individualism / Group orientation	... people seek to meet work objectives in collaboration with other .	3,73
		... initiative and personal contribution are supported.	3,34
4	Freedom / Control	... people are given autonomy in their work.	3,07
		... there are many restrictions and controls..	3,88
5	Privacy / Openness	... people do not show their real thoughts and feelings.	3,07
		...people openly share personal information.	2,88
6	Informality / Formality	... employees have a clear definition of what is needed to be done.	3,95
		... communication is rather formal and defined by rules.	3,35
7	Individual competition / Cooperation	... different groups of people collaborate.	3,27
		... anyone is trying to achieve or exceed personal results.	3,20
8	Equality and Empowerment / Hierarchy	... leaders are open to employees of all levels.	3,18
		... power and management is in hands of a few individuals or groups.	3,75
9	Short-term objectives / Long term objectives	... long-term performance goals and measures for their achievement are formulated and explained.	3,44
		... employees are interested in short-term objectives and do not see prospects.	3,47
10	Work / Balance	... people need to devote more of their time for work in the police than other activities.	3,88
		... it is more important to take care of own health, family, leisure time than to indulge job.	3,50
11	Task / relationship	... the most important at work is to achieve a good performance and improve own professional skills.	4,13
		... you focus on there in the team would be good friendly relations..	3,39
12	Direct / Indirect	... conflicts are analyzed and constructively dealt with.	3,11
		... communication is formal and businesslike.	3,36
13	Practical / Philosophical	... individuals deal with work situations and problems solely on the basis of practical experience and knowledge.	3,50
		... in order to improve performance new theoretical knowledge and techniques are being used and assimilated.	3,45
14	Safety / Challenges	... to ensure the safety of employees the organization analyses situations, plans, develops skills.	3,06
		... organization applies constant changes in order to overcome the challenges posed by the continuous nature of the crime transitions.	3,25
15	Security and Integrity / Effectiveness and Productivity	... in performance of their duties staff complies with laws and ethical standards.	4,00
		... in order to achieve greater efficiency and productivity they are allowed discretion.	2,97
16	Firm leadership / Individual creativity	... people obey leaders unconditionally.	3,70
		... creative thinking is encouraged in the organization or workplace.	3,07
17	Openness / Closeness	... deny or conceal adverse information from the public.	2,90
		... nobody bears any responsibility for errors, so they keep recurring.	2,80
18	Handicraft organization / Knowledge organization	... focus on practical skills and standard methods of operation.	3,68
		... tends to respond to citizens' expectations and to make the change in work.	3,20
19	Stability / Instability	... strategy objectives and priorities are being changed regularly.	2,94
		... organization observes clear vision and priorities.	3,57
20	A learning organization / Non-learning organization	... employees in different departments exchange information, knowledge and experience.	3,40
		... in the organization there is a care for staff development.	3,31
21	Recognition, evaluation / Underestimating	... employees are objectively, fairly and adequately evaluated according to the results.	3,20
		... everyone receives financial or other compensation for the results (both managers and staff)	2,65

In this organization, with rarely changing strategic objectives and priorities, focus is on stability. But the pursuit of stability can lead to the desire to socially dominate and control. It can be concluded that the investigated organization is fully formalized; its activity is controlled and planned. It is more bureaucratic, focused on the stability, than the knowledge organization.

When comparing the results with those of Glomseth *et al.*, (2010) we see similar trends in Norwegian Police

Organization studies. The most important organizational values to Norwegian Police are - a firm time limits, safety, security and integrity, focus on practical experience and standard ways of working. The authors conclude that such organization is more craft organization than knowledge organization. Still, they state that the given organizational values are quite common in nature and we need to look for more specific survey instrument for different police departments.

In the study of Ruibyte and Adamoniene (2012) value priorities of Lithuanian organizations employees were defined as follows: the most important values of their organizations respondents consider being good performance objective and professional skills, clear deadlines for tasks and compliance with laws and ethical standards. The least estimated values of the organization - the reward for the results, strategies and priorities change, the sharing of personal information. In this paper, in order to determine what organizational values the police

organization leaders consider as important ones and how those values are perceived by their subordinates, on the basis of the calculation method of comparison of the relative sizes, the average percentage difference of the management, specialists and first line officers answers was defined (Figure 1, 2, 3). Figures present only the values in which more pronounced similarities or differences were determined comparing the assessments of the first line officers, specialists and managers.

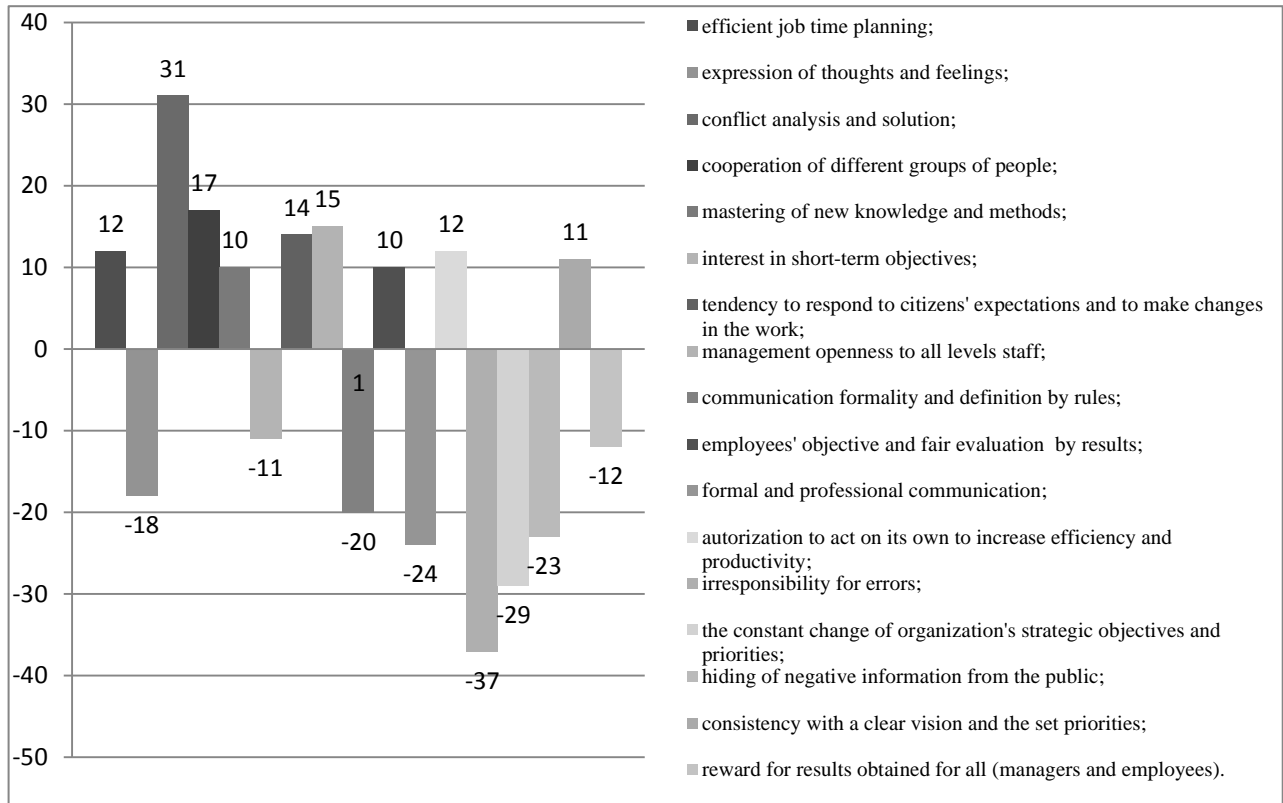


Figure 1. Managers and first line officers answers' average differences, in percents

Comparison of the results of managers and first line officers in percents (Figure 1) shows that the most concurred assessment of the organizational values is in such dimensions like: analyses and constructive resolution of conflicts (31 %), cooperation of different groups of people (17 %), managers openness to all levels of employees (15 %), the organization's ability to respond to citizens' expectations and to make the changes in activity (14 %). The most differences of organizational values assessments in percents are more significant and there are more of them: nobody bears any responsibility for errors (-37%), the constant change of the organization's strategic objectives and priorities (-29 %), formal and professional communication (-24 %), hiding of negative information from public (23 %), communication formality and definition by rules (-20 %). All of these average scores of values assessment differ within the group of managers and first line officers.

First line officers rather than managers tend to agree that communication in their organization is rather formal and defined by rules (officers average score - 3.65, executives - 2.95), formal and business-like (3.65 and

2.77), nobody bears any responsibility for errors (3.20 and 2.00), the organization's strategic objectives and priorities are constantly changing (3.37 and 2.38), negative information from public is being hidden (3.20 and 2.46) (Table 3).

Comparing the responses of managers and specialists (Figure 2), the values for which the opinion management and specialists often overlap were determined: conflict analysis and solution (29 %), caring for the good friendly relations in a team (21 %), concern for staff development (18 %), situation analysis, planning, skills development for the sake of employees' security (16 %), objective and fair evaluation of employees according to the results (16 %), efficient job time planning (16 %). It can be assumed that specialists are sharing more managers' attention than first line officers and care more for their development and skills development.

The largest discrepancy between managers and specialists is received from the assessment of the following organizational values: nobody bears any responsibility for errors (-27 %), power and control are in hands of a few individuals or groups (-16 %), formal and business like

communication (16 %), the constant change of organization's strategic objectives and priorities (-16 %). As well as for the first line officers among specialists these

values' evaluations average scores are higher than the scores of management (Figure 2).

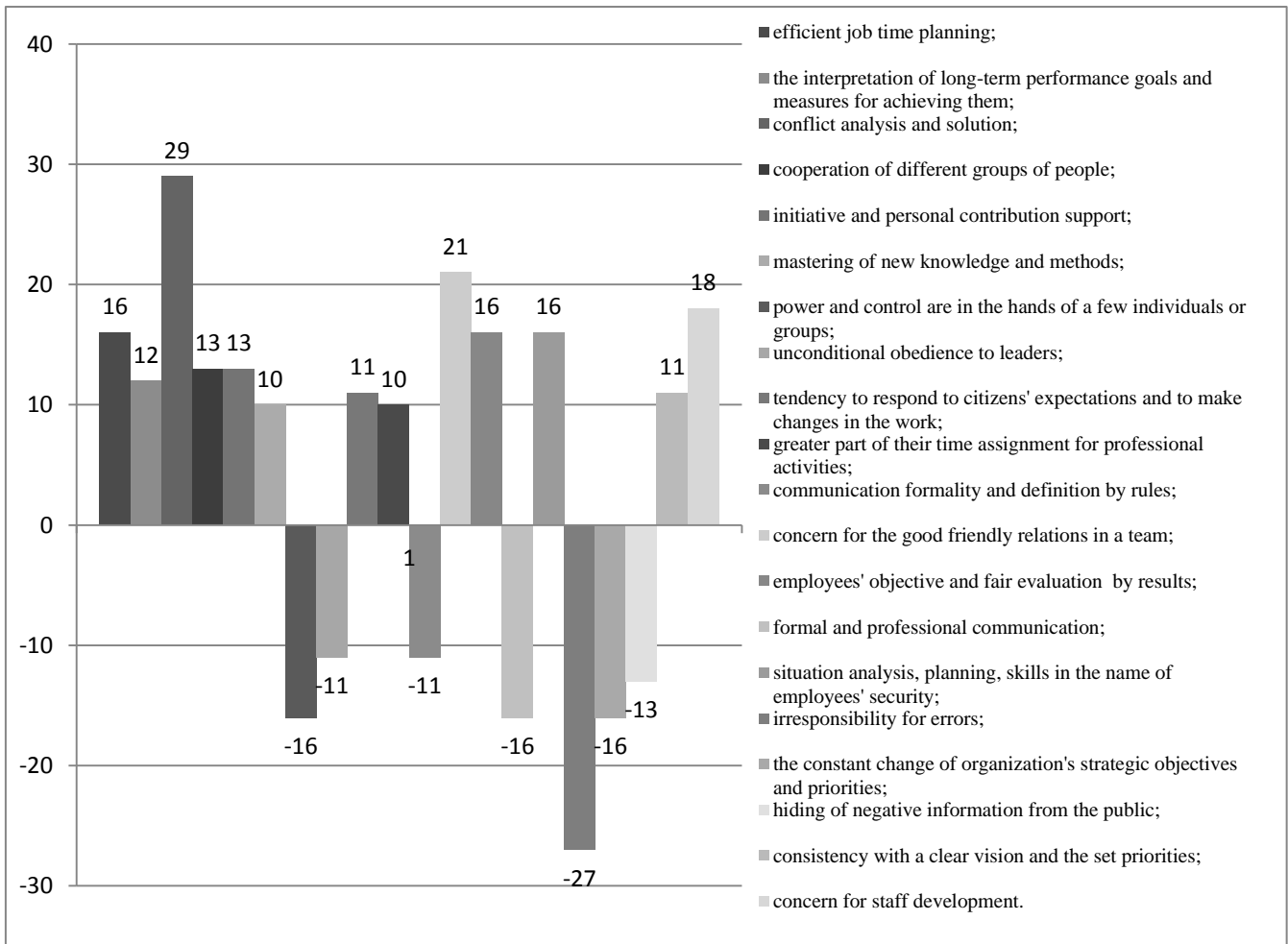


Figure 2. Managers and specialists answers' average differences, in percents

Table 3

Average rating and difference in the percentages of the organization values statements

No	Statements characterizing values	Answers average			Difference in the percentages		
		Managers	First line officers	Specialists	Managers/ First line officers	Managers /specialists	First line officers /specialists
1	Working hours are effectively planned	4,23	3,76	3,66	12	16	3
2	Long-term performance goals and measures for their achievement	3,85	3,33	3,44	16	12	-3
3	People do not show their real thoughts and feelings	2,77	3,37	3,00	-18	-8	12
4	Conflict Analysis and Resolution	3,92	3,00	3,04	31	29	-1
5	Collaboration of different groups of people	3,69	3,15	3,27	17	13	-4
6	Support of initiative and personal contribution	3,77	3,22	3,34	17	13	-4
7	Mastering of new knowledge and methods	3,77	3,43	3,42	10	10	0
8	Power and control are in hands of a few individuals or groups	3,15	3,91	3,75	-19	-16	4
9	Interest in short-term objectives	3,15	3,54	3,48	-11	-9	2
10	Unconditional obedience to leaders	3,23	3,91	3,65	-17	-11	7
11	Tendency to respond to citizens' expectations and to make changes in the work	3,54	3,11	3,19	14	11	-3
12	Allocation of the greater part of their time for professional activities	4,23	3,91	3,84	8	10	2

No	Statements characterizing values	Answers average			Difference in the percentages		
		Managers	First line officers	Specialists	Managers/ First line officers	Managers /specialists	First line officers /specialists
13	Openness of heads at all levels of staff	3,46	3,00	3,21	15	8	-6
14	Communication formality and certainty rules	2,92	3,65	3,29	-20	-11	11
15	Concern for the good friendly team relations	4,08	3,26	3,37	25	21	-3
16	Objective and fair evaluation of employees according to results	3,62	3,28	3,13	10	16	5
17	Formal and professional communication	2,77	3,65	3,31	-24	-16	10
18	Situation analysis, planning, skills of workers in the name of security	3,46	3,22	2,97	8	16	8
19	Authorized to act on its own to increase efficiency and productivity	3,15	2,80	3,01	12	5	-7
20	Non- liability of responsibility for any errors	2,00	3,20	2,74	-37	-27	17
21	Constant change of organization's strategic objectives and priorities	2,38	3,37	2,84	-29	-16	19
22	Hiding of negative information from the public	2,46	3,20	2,84	-23	-13	12
23	Clear vision and set priorities	3,92	3,54	3,55	11	11	0
24	Caring for staff development	3,77	3,52	3,20	7	18	10
25	Everyone receives financial or other compensation for the results (both managers and staff)	2,62	2,98	2,55	-12	3	17

The study results presented in Figure 3 show first line officers' and specialists' answers average percentage difference in the assessment of the police organization's values. The most concurred assessment of the organizational values in these groups is in such dimensions like: constant change of organization's strategic objectives and priorities (19 %), irresponsibility for any errors (17 %),

everyone receives financial or other compensation for the results (both managers and staff) (17 %), hiding of negative information from the public (12 %), lack of expression of their true thoughts and feelings (12 %). Comparing first line officers' and specialists' responses, the significant differences were not observed.

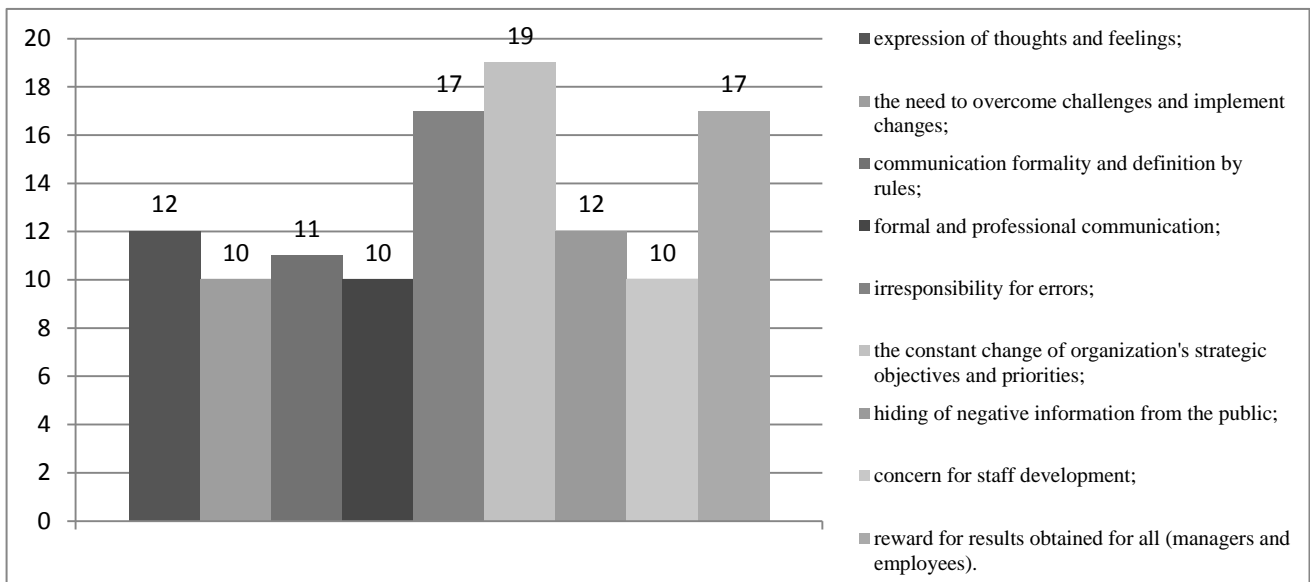


Figure 3. First line officers and specialists answers' average differences, in percents

In summary it can be said that, comparing managers', specialists' and first line officers' responses, we can find similarities and differences in perception of organizational values. Managers and employees similarly assess the organizational culture elements such as constructive conflict analysis and resolution in an organization, care for good friendly relations in a team, cooperation of different

groups of people, management openness to staff at all levels, effective job time planning. It can be seen that the value perception is affected by the position held in the organization – there is much more awareness of the values among managers and specialists from one side as well as specialists and first line officers from the other. Opinion of managers more often coincides with that of specialists than

that of first line officers when assessing the following organizational values - concern for staff development, situation analysis, planning, and skills development in the name of employees' security, employees' objective and fair evaluation by the results. It is also obvious that managers and staff express more differences than similarities in the evaluation of the organizational values. Subordinates more than managers tend to believe that there is a permanent change of organization's strategic goals and priorities, irresponsibility for any errors, hiding of negative information from the public, lack of expression of real thoughts and feelings, power and control are in hands of a few individuals or groups. Meanwhile, first line officer's and specialist's opinions on those aspects of the values are often similar. This raises the question of whether management declared values reflect a real understanding of the situation, whether and why employees assess these organizational values differently than management.

Conclusions

Statutory organizations paradigm shift in modern statutory organization is not possible without the change in organizational culture and the new system of professional values. Therefore, it is important to determine what organizational values are being considered as significant by the leaders of police organization and how those values are perceived by their subordinates. The knowledge of employees' organizational values enables managers to determine whether the organizations' values are consistent and meet their corporate goals. Common values increase employee's motivation, cooperation and dedication to the organization (Martins & Coetzee, 2011; Verquer *et al.*, 2003.) The studied organization can be characterised as valuing efficient job time planning, task-oriented rather

than relationship-oriented, hierarchic, controlling, with traditionally strong leadership and with traditional and proven in time work methods in the work. Police officers believe that the most valuable in their organization are a clear time limit, achievement of good performance and professional development, security and integrity, operational formalization, control, hierarchical management, traditional culture of firm leadership, and the use of practical experience and standard ways of working.

Empirical research has shown that between managers and employees there are more differences than similarities of approach to the organizational values. The most differences are in evaluation of such organizational values as constant change of strategic goals and priorities, irresponsibility for any errors, hiding of negative information from the public, lack of expression of real thoughts and feelings, power and control are in hands of a few individuals or groups. The impact of the status on the values perception was found - employees more similarly perceive organizational values, but among specialists and managers there are more views overlap than between the first line officers and managers.

The study of organizational values allows determining the extent to which these values are similar or different, depending on the status and age of workers. This knowledge allows a better understanding of police organization culture, to identify differences in values and the reasons for these differences.

The limitation of this research should be noted. The paper describes the value situation in one of the Lithuanian police organization - Kaunas County Commissariat, thus in order to make more generalized conclusions a representative survey of all departments must be carried out.

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Laima Ruibytė, Rūta Adamonienė

Profesinės vertybės Lietuvos policijos organizacijoje: vadovų ir darbuotojų požiūris

Santrauka

Naujausiose vadybos teorijose apie vertybes jau kalbama, kaip apie vieną iš organizacijos sėkmę lemiančių veiksnių. Vertybių sistema programuoja visą žmogaus veiklą, lemia svarbiausią elgesio kryptį. Vertybėmis remiasi tikslo siekimas, pasirenkamų alternatyvų vertė ir individuali elgsenos raiška, nes jos formuoja konkrečios elgsenos normas ir kreipia darbuotojus bendriems tikslams (Arnold, Randall, 2010; Robbins, Judge, 2011). Organizacinės vertybės yra vienas iš kertinių organizacijos kultūros elementų, pagal jas galima suprasti ir įvertinti pačią organizacijos kultūrą, jos specifiškumą (Schein, 2010). Vertybės organizacijoje – tai ilgalaikis tikėjimas, jungiantis organizacijos narius bendrai veiklai ir tikslo siekimui. Kitaip tariant, būtent organizacijos vertybės sąlygoja jos elgseną. Todėl profesinės vertybės yra pagrindinis organizacijos kultūros elementas.

Iš Lietuvos Respublikos „Valstybės ilgalaikės raidos strategijos“ matyti, kad ilgalaikėje valstybės vizijoje, visuomenės saugumą turi užtikrinti naujo pobūdžio statutinės organizacijos. Tos pačios vertybinės orientacijos deklaruojamos ir Policijos veiklos 2012-2014 metų strategijoje, kurioje *Policijos departamentas* išpareigojo sudaryti prielaidas sukurti patrauklią, motyvuotą ir veiksmingą policijos sistemą. Taigi galime teigti, kad naujos statutinės organizacijos paradigmos įgyvendinimas neįmanomas be organizacijos kultūros pokyčių ir naujos profesinių vertybių sistemų. Kalbant apie organizacijos kultūrą ir profesines policijos organizacijoje svarbu paminėti, kad jos yra formuojamos darbo aplinkos reikalavimų ir organizacijos aplinkos kultūros (Christensen, Crank, 2001). Statutinių įstaigų vadyba yra specifinė, todėl dažnai skiriasi nuo tradicinės vadybos ir vadovams kelia papildomų vertybinių ir organizacijos kultūros supratimo reikalavimų (Glomseth, Gottschalk, Hole, 2010). Be to, organizacijoje veikia įvairaus statuso, amžiaus, lyties, tautybės dirbantieji, kurių požiūris į organizacijos vertybes gali skirtis. Tyrimai rodo, kad darbuotojų statusas, lytis, rasė turi įtaką organizacijos vertybių ir jų reikšmingumo suvokimui (Martins, Coetzee, 2011), todėl svarbu tyrinėti ir suprasti tų vertybių suvokimo ir priėmimo skirtumų ir panašumų prielaidas ir priežastis.

Šiame straipsnyje pristatomi Lietuvos policijos organizacijos, esančios transformacijų laikotarpiu organizacijos vertybių tyrimo rezultatai. Tyrimu siekta išsiaiškinti policijos organizacijos egzistuojančias vertybes, kaip jas suvokia ir vertina darbuotojai, nes tik aiškiai apibrėžtos ir įvardintos vertybės tampa vadybos priemone, padedančia tikslingai formuoti norimą darbuotojų elgesį.

Tyrimo tikslas – išanalizuoti vienos iš Lietuvos policijos organizacijų, Kauno apskrities policijos komisariato vadovų ir darbuotojų organizacinių vertybių ypatumus, nustatyti statutinės organizacijos vertybių hierarchiją bei svarbiausias vertybes ir palyginti vadovų bei darbuotojų vertybinių požiūrių skirtumus. Organizacijos vertybėms tirti buvo sukurta metodika ir apklausti 199 Kauno apskrities komisariato pareigūnai: moterų buvo 92 – (46 %), vyrų – 107 (54 %). Respondentai pasiskirstė taip: specialistų – 70 %, pareigūnų – 23 % ir vadovų –

6,5 %. Ruošiant klausimyną remtasi Glomseth, Gottschalk, Hole (2010) išskirtomis policijos organizacijos vertybių dimensijomis, sudarančiomis 21 bipolinių vertybių skalę.

Straipsnyje analizuojami profesinių vertybių sistemos ypatumai, tirtos policijos organizacijos darbuotojų nuomonės apie organizacijos vertybes. Lyginant išskirtų vertybių poras matyti, kad svarbiausia vertybe organizacijoje laikomos aiškios laiko ribos – organizacijoje vertinamas tikslingas laiko panaudojimas ir punktualumas; užduotis svarbiau už santykius, t.y. svarbiausia darbe – siekti gerų darbo rezultatų ir tobulinti savo profesinius įgūdžius; saugumas ir integralumas svarbiau už efektyvumą ir produktyvumą, t. y. organizacijoje svarbiau laikytis įstatymų, taisyklių, instrukcijų; formalumas svarbiau už neformalumą, t. y. organizacijoje yra aiškiai apibrėžta, kas turi būti padaryta, organizacija yra kontroliuojama ir numatoma; kontrolė svarbiau nei laisvė, t. y. organizacija yra hierarchizuota su aiškiu vadovavimo ir kontrolės aparatu; hierarchija svarbiau už lygybę ir įgalinimą, t. y. organizacijos valdžia ir valdymas yra griežtai hierarchizuotas; kietas lyderiavimas svarbiau už individualų kūrybiškumą, t. y. organizacijos vadovams besąlygiškai paklūstama ir organizacijoje tradiciškai palaikoma stipraus vadovo kultūra; tradicijos svarbiau nei pokyčiai. Taigi, ištirtos statutinės organizacijos darbuotojų vertybių hierarchija rodo, kad ši organizacija yra visiškai formalizuota, o jos veikla yra kontroliuojama ir numatoma. Joje vertinamos griežtos laiko ribos, orientacija į veiklą, o ne į santykius, stabilumas, formali komunikacija, kontrolė, hierarchija ir tradicijų laikymasis. Lyginant gautus rezultatus su Glomseth, Gottschalk, Hole (2010). Palyginus Norvegijos policijos organizacijos tyrimus galima išvelti panašias tendencijas. Svarbiausios organizacijos vertybės norvegų pareigūnų yra: aiškios laiko ribos, saugumas, saugumas ir integralumas, orientacija į praktinę patirtį ir standartinius veiklos metodus. Autoriai daro išvadą, kad tokia organizacija yra daugiau amatininkiškoji organizacija nei žinių organizacija. Vis tik teigiama, kad išskirtos organizacijos vertybės yra gana bendro pobūdžio ir reikia ieškoti specifiško, skirtingiems policijos padaliniais, tyrimo instrumento.

Tyrimo metu nustatyta darbuotojų statuso įtaka organizacijos vertybių suvokimui. Tarp statutinės organizacijos darbuotojų yra daugiau vertinimo panašumų nei tarp darbuotojų ir vadovų, tačiau tarp specialistų ir vadovų yra daugiau vertybių vertinimo sutapimų, nei tarp pareigūnų ir vadovų. Vadovai ir darbuotojai panašiai vertina tokius organizacinės kultūros elementus, kaip konfliktų organizacijoje analizavimą ir jų konstruktyvų sprendimą, rūpinimąsi gerais draugiškais santykiais kolektyve, skirtingų žmonių grupių bendradarbiavimą, vadovų atvirumą visų lygių darbuotojams, efektyvų laiko planavimą. Nustatyta, kad vertybių suvokimą veikia užimamos pareigos organizacijoje – daugiau panašiai suvoktų vertybių yra tarp vadovų ir specialistų bei specialistų ir pareigūnų. Vadovų ir specialistų nuomonė dažniau nei pareigūnų sutampa vertinant šias organizacines vertybes: rūpinimasis darbuotojų tobulėjimu, situacijų analizė ir planavimas bei įgūdžių ugdymas vardan darbuotojų saugumo, darbuotojų objektyvumą, teisingas įvertinimas remiantis rezultatais. Taip pat matyti, kad tarp vadovų ir darbuotojų yra daugiau požiūrio į vertybes nesutapimų negu panašumų. Tiek tarp vadovų ir pareigūnų, tiek tarp vadovų ir specialistų yra tų pačių organizacinių vertybių vertinimo skirtumai. Vadovai mažiau negu pavaldiniai linkę manyti, kad organizacijoje vyksta nuolatinis strateginių tikslų ir prioritetų keitimas, neprisirišimas atsakomybės už klaidas, slėpimas neigiamos informacijos nuo visuomenės, savo tikrų minčių ir jausmų raiškos nebuvimas, valdžia ir valdymas yra kelių individų ar grupių rankose. Šiuo klausimu pareigūnų ir specialistų nuomonės yra dažniau panašios. Tai kelia klausimą, ar vadovų deklaruojamos vertybės atspindi realų situacijos suvokimą ir kodėl darbuotojai skirtingai nuo vadovų vertina minėtas organizacines vertybes?

Organizacinių vertybių tyrimas leidžia nustatyti, kokių laipsniu tos vertybės yra panašios, ar jos skiriasi priklausomai nuo darbuotojų statuso ir amžiaus. Šios žinios leidžia geriau suprasti policijos organizacijos kultūrą, nustatyti vertybinius skirtumus ir tų skirtumų priežastis.

Reikia paminėti ir šio tyrimo ribotumą. Straipsnyje pateiktos tendencijos apibūdina vienos iš Lietuvos policijos organizacijų – Kauno apskrities komisariato darbuotojų organizacinių vertybių supratimą ir vertinimą, todėl norint daryti labiau apibendrintas išvadas reikia atlikti reprezentacinį visų padalinių tyrimą.

Raktažodžiai: *vertybės, organizacijos vertybės, policijos organizacija, pokyčiai organizacijoje.*

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