

THE ROLE OF PERSONAL VALUES IN AN ADVANCED PERSPECTIVE OF TOTAL QUALITY MANAGEMENT

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Abstract

Purpose: The purpose of this paper is to analyze the relation between personal values and the principles of Total Quality Management and thus to propose a tentative framework of relationships.

Design/methodology/approach: The paper is conceptual. It reviews some lists of values present in literature, and summarizes them in a more comprehensive list. Then it follows the definitions of these values according to some philosophical models, and the analysis of their implications in the business life in general. Thus, tries to explain the relation between them and the principles of TQM, passing through the two mediating variables passion and trust.

Findings: A model of quality management based on personal values is proposed.

Research limitations: The lack of empirical data that can validate the model, and the lack of specific hypothesis of investigation.

Practical Implications (if possible): Considering the emphasis placed on personal values, the model can have some practical implications in the field of recruitment, promotion, and leadership.

Originality/value: The model fills the gap between personal values and the principles of Total Quality Management, being the first attempt to present a comprehensive model of interactions. A novel framework that can provide a basis for further research into the profound nature of quality management has been proposed. Furthermore, some implications that should be useful for recruiters and managers are discussed.

Short biography of the author

Mr. Moccia is a Lt.Col. of the Italian Army. He has a second level degree in Economics, and a second level degree in International Relations and Diplomacy. He obtained a MBA (International Finance) from the St. John's University – New York, and currently is attending a Ph.D. in Organizations, Strategies and Management at the University of Valencia (Spain). He has published different articles in military journals and a commentary article on 05th Dec 2005 Defense News regarding the NATO operation in Pakistan.

Introduction and purpose

Professor Amartya Sen, Nobel Prize for Economy, during a speech delivered at the University of Valencia expressed the following idea about moral codes (1995):

“Moral codes have always been part of the economic mechanism and they are part of the social resources of a community. The modern economy has given up this part of the economic system. There are good reasons to try to change this neglected topic and start reintroducing into the principal stream of economic science this crucial part of economic activity. Eventually, there is still a lot to be done”

It is difficult to find a quotation that better illustrates the importance of reintroducing morality into economic analysis. Kaplow and Shavell (2007) noted that *“the influence of morality on behavior has been a long-standing theme of the analysis of human conduct”*, and emphasized that *“recent economic literature on social norms and behavioral economics, ..., recognizes that individuals’ actions are not always narrowly self-interested and may reflect moral concerns”*. Fuqua and Newman (2006) underlined that: *“the highly publicized evidence of corporate scandals and fraud has illuminated the risks of operating a business without substantial emphasis on ethical matters”*, and reported that a Yahoo search for “business ethics” generated in 2004 2.130.000 hits, and in 2007 3.280.000 hits, signaling the growing interest in ethics among the public. At present, March 2008, the Yahoo search has counted 11.400.000 hits. The emerging importance of ethics in economy is also reflected in some significant literatures. In this current, one field that is clearly emerging is the role of personal values considering their *“powerful influence on human attitudes, and human behavior”* (Nonis and Swift, 2001) and how they affect economic organizations. As Sosik (2005) noted, *“more recent empirical research demonstrates that values directly affect behavior encouraging individuals to act in accordance to their values”*.

Total Quality Management is *“the culture of an organization committed to customer satisfaction through continuous improvement”* (Kanji and Yui, 1997). According to Fisscher and Nijhof (2005), *“quality cannot be managed successfully without an explicit focus on moral values”*, because *“on one hand, we need control where quality management tools can be very useful. On the other hand, we need trust from, and moral concern for, the people involved”*. Hellsten and Klefsjö (2000) noted that *“the concept of TQM is generally understood, and often also described, as some form of management philosophy based on a number of core values...also in literature named principles, dimensions, elements or cornerstones”*. Moreno-Luzon, Peris and Gonzalez (2001) confirmed that *“TQM is based on some essential principles that, implicitly or not, are present both in the theory and in the implementation programs”*.

Svensson and Wood (2005) underlined that *“the core values of TQM should be built on ethical fundamentals”* because *“customers in the marketplace are becoming increasingly aware of, and increasingly discriminating against, companies that fail to meet the customers’ criteria of ethical business activities and management principles”*. However, until now no one has explicitly and directly analyzed the relation between TQM principles and primary values of the people named to implement the TQM programs. Probably this is due to the fact that personal values have always been considered as “part of the system”.

The purpose of this article is to give an answer to the following question: What relationship exists between the general principles of Total Quality Management and primary values? The basic point is that primary values are fundamental to the principles of TQM, or better said, personal values could be transformed into facilitating elements in order to implement TQM programs correctly and with effectiveness, through two mediating variables: passion and trust. The model that is presented endeavours to fill the existing gap between personal values and the

principles of Total Quality Management, being the first attempt to present a comprehensive model of interactions.

Definition of Values and values in economy

Most likely, the largest difficulty for all researchers in the field of values is to find a commonly accepted definition of “value” and a clear distinction between values, principles and virtues. Relevant philosophers (to mention a few: Aristotle, Kant, Kierkegaard, Scheler, Hehlmann, Stalculp, Frondizi, McIntyre), sociologists (Parsons, Williams), psychologists (Rokeach), anthropologists (Kluckhohn), and economists, have presented a definition of values. It is not the aim of this article to introduce another definition, but to underline the general role of values in economy and to present some authors who have introduced comprehensive lists of values relevant to business. Economists have been more interested in the meaning of value as price; nevertheless, some economists have focused on the role of values in business. In this current, we find, among others, Barnard (1958) *“organizations endure, however, in proportion to the breadth of the morality by which they are governed. This is only to say that foresight, long purpose, high ideals are the basis for the persistence of cooperation”*, Berntahl (1962) *“values lead and direct businessmen in their decision making processes”* McMurry (1963), *“If management is to cope successfully with its people problems, it must take into greater account than it usually does the roles played by values”*, Guth & Tagiuri (1965) *“the values that are most important to an executive have a profound influence on his strategic decision”*, England (1967), *“the personal value systems of individual managers influence the organization...personal values systems are influenced by organization life”*, England and Lee (1974), *“There is a real and intrinsic relationship between the level of success achieved by managers and their personal values”*, and finally, McDonald and Gandz (1991), *“A literature review indicates that values impact a wide spectrum of organizational effectiveness including the following: Strategic Decision-Making, Corporate Ethics, Operational Decision-Making, Interpersonal Conflict, Quality of Working Relationships, Career Choice and Progression, Employee Motivation and Commitment”*. Regarding the lists of values present in literature it is interesting to note the nonexistence of a universally recognized list of “primary values”, the values most relevant to individuals. This situation is due to the fact that the preparation of a list is always influenced by various subjective and social elements. It could be affirmed that the elaboration of a list of primary values is affected by the values of the redactor! Table I contains some list of values present in literature.

TABLE I: Summary of some lists of values present in literature

McDonald (1991)	England (1967) ¹	Rokeach ² (1973)	Learned (1959)	Beekun (2005)	Williams (1997)	Kruger, Seng (2005)	Nonis and Swift (2001)	Den Hartog et al. (1999)	Jurkiewicz Giacalone (2004)	Reave (2005)	Bird and Waters (1987)
Cooperation	Ambition	Honesty	Love	Benevolence	Efficiency	Forgiveness	Security	Positive	Benevolence	Integrity	Honesty in communication
Diligence	Ability	Trust	Relations		Community	Kindness	Self Respect	Trustworthy	Generativity	Honesty	Fair treatment
Integrity	Obedience	Humility	Justice		Liberty	Integrity	Being respected	Informed	Humanism	Humility	Special consideration
Openness	Trust	Forgiveness				Compassion / empathy	Self-fulfillment	Just	Integrity	Respect for others	Fair competition
Initiative	Aggressiveness	Compassion				Honesty/truthfulness	Sense of belonging	Win-win problem solver	Justice	Fair treatment	Organizational responsibility
Experimentation	Loyalty	Thankfulness				Patience	Excitement	Encouraging	Mutuality	Caring and concern	Social responsibility
Aggressiveness	Prejudice	Being of service		Trust		Courage/inner strength	Fun and enjoyment	Intelligent	Receptivity	Listening	Respect for law
Fairness	Compassion	Peace		Justice	Equality	Trust	Warm relationships	Decisive	Respect	Appreciating others	
Adaptability	Skill	Clemency				Humility	Sense of accomplishment	Administratively skilled	Responsibility	Reflective Practice	
Creativity	Cooperation	Tranquility				Loving kindness		Effective Bargainer	Trust	Work as spiritual calling	
Development	Tolerant					Peacefulness		Foresight			
Courtesy	Conformity					Thankfulness		Plans ahead			
Cautiousness	Honor					Service to others		Motive arouser			
Equality						Guidance		Communicative			
Economy						Joy		Excellence Oriented			
Consideration						Equanimity		Confidence Builder			
Formality						Stillness/inner peace		Honest			
Humor								Dynamic			
Forgiveness								Coordinator			
Broad-Mindedness								Team Builder			
Logic								Motivational			
Autonomy											
Obedience											
Orderliness											

The above lists can be finally summarized in a more comprehensive list able to be related to TQM principles (See table II). The list has been elaborated with the help of experts in the field of values from different disciplines (especially philosophy and theology). In some cases, it was necessary to compromise and enlarge the meaning of the words, but it was always done respecting the semantic of the words. The resultant values are not filed per “importance” but based on the “quantity of resemblances”.

¹ Only “Ideas associated with people”

² As elaborated by Kruger and Hanson, 1999

TABLE II: The Primary Values

McDonald (1991)	England (1967)	Rokeach (1973)	Learned (1959)	Beekun (2005)	Williams (1997)	Kruger, Seng (2005)	Nonis and Swift (2001)	Den Hartog et al. (1999)	Jurkiewicz Giacalone (2004)	Reave (2005)	Bird and Waters (1987)
LOVE											
Forgiveness Adaptability Courtesy Cooperation Consideration	Tolerant Compassion Cooperation Trust	Clemency Being of service Thankfulness Compassion Forgiveness Trust	Love Relations	Benevolence Trust	Community Liberty	Service to others Guidance Compassion/ Empathy Thankfulness Forgiveness Trust Loving kindness Kindness	Being respected Self Respect Warm relationships Sense of belonging	Trustworthy	Humanism Generativity Mutuality Respect Benevolence Trust	Respect for others Fair treatment Caring and concern Work as spiritual calling Listening Appreciating others	Special consideration Fair treatment
HONESTY											
Integrity Cautiousness	Honor Loyalty	Honesty				Honesty/ truthfulness Integrity		Honest	Integrity Responsibility	Honesty Integrity Reflective Practice	Honesty in communication
JUSTICE											
Fairness Equality			Justice	Justice	Equality	Equanimity	Security	Just	Justice		Fair competition Respect for law
PEACE											
Humor		Tranquility Peace				Joy Stillness/inner peace Peacefulness Patience	Fun and enjoyment Excitement	Positive			
INITIATIVE											
Initiative Diligence Creativity Autonomy Economy Aggressiveness	Aggressiveness Ambition					Courage/inner Strength	Sense of accomplishment	Win-win problem solver Intelligent Encouraging Decisive Motivator Effective Bargainer Dynamic			
COMPETENCE											
Development	Ability Skill				Efficiency		Self-fulfillment	Informed Administratively skilled Communicative Motivational			
VISION											
Experimentation Logic Broad-Mindedness Openness								Excellence Oriented Foresight Plans ahead			Organizational responsibility
HUMILITY											
		Humility				Humility				Humility	
FORMALITY											
Obedience Formality Orderliness	Conformity Prejudice Obedience							Coordinator Team Builder Confidence Builder	Receptivity		Social responsibility

The principles of TQM

Total Quality Management is defined as “one such philosophy, which aims to provide organizations with a template for success through customer satisfaction”. (Mosadegh Rad, 2006). According to Lagrosen and Lagrosen (2006), quality management is “an entity consisting of three separate layers of increasing profundity...the first ...level consists of a number of practical tools and techniques...on the second level, we find an array of more comprehensive models and systems...the third level contains the phenomena that are referred to as values, principles, or cornerstone of quality management”.

Hellsten and Klefsjö (2000) introduced a table including the core values (or principles) of three quality awards: Malcolm Baldrige National Quality Award, European Quality Award, and the Swedish Quality Award.

Moreno-Luzon, Peris and Gonzalez (2001) introduced the specific and generic principles of TQM and affirmed that these principles lead the implementation of TQM programs. Table III summarizes the TQM principles/core values from literature.

Table III: Principles and Core Values of Total Quality Management			
Moreno-Luzon, Peris y González	Malcom Baldrige National Quality Award	European Quality Award	The Swedish Quality Award
<i>SPECIFIC PRINCIPLES</i>	<i>CORE VALUES</i>		
Customer orientation	Customer-driven quality	Customer focus	Customer orientation
Committed leadership	Leadership	Leadership and consistency of purpose	Committed leadership
Participation and involvement by all		People development and involvement	Participation by all
Cultural change			
Internal cooperation			
Teamwork			
Partnership development	Partnership development	Partnership development	Partnership
Training			Learning from others
Management by facts	Management by facts	Management by process and facts	Management by facts
Design and conformity of process and products	Design quality and prevention		Prevention
Process orientation			Process orientation
Continuous improvement	Continuous improvement and learning		Continuous improvement
<i>GENERIC PRINCIPLES</i>			
Global perspective	Long-range view of the future		
Long-range objectives			Long-range perspective
Shared vision			
Organizational climate			
Organizational learning			
Results orientation	Results Focus	Results orientation	
Necessary means			
Organizational structure			Competence development
	Public responsibility and citizenship	Public responsibility	Public responsibility
	Valuing employees		
	Fast response		Faster response

It is now possible to extract the principles that occur more frequently than others and focus only on those TQM principles that can be directly affected by the values of the individuals called upon to implement the TQM programs:

- (1) Customer orientation;
- (2) Leadership commitment;
- (3) Participation and involvement by all;
- (4) Partnership development;
- (5) Continuous improvement and learning;
- (6) Long-range perspective, and analyze the relationship between these principles and the primary values stemming from table II.

The relationship between primary values and TQM principles

If the primary values are ignored, the TQM will not be implemented correctly because of lack of necessary motivation of those called upon to implement these programs. In other words, primary values permit internalization of the TQM principles and the overcoming of the resistance to change. In fact, as Mosadegh Rad (2006) noted, *“numerous studies carried out have shown that human resources problems are important barriers in implementing successful TQM...furthermore, employee involvement and commitment to the goals of the TQM process are critical in TQM success”*. Also Lagrosen y Lagrosen (2006) *“...the most effective way to achieve profound and long-lasting changes in organizational behaviour is through a change in consciousness...”*, Camisón, Cruz, González (2007) *“...the biggest problem of TQM implementation is that these programs have not been able to change all the organization system, always forgetting to impact and modify the human and social relations”*, and Conti (2005) *“...while the most tangible aspects of the TQM models were generally accepted, the intangible were hard to digest”*.

Lagrosen y Lagrosen (2006) noted that *“quality management has grown from some simple control techniques into a system of improvement that involves the entire organization”* whereas Ravlin y Meglino (1998) underlined that *“...value congruence with the organization clearly indicate that perceived congruence relates positively to affective outcomes, including satisfaction, commitment, and involvement”*. Finally, St. Thomas noted that *“values generate principles”*.

Based on these premises, the hypothesis is that a TQM program based on principles should be founded on the personal value systems of the people in the organization, or better said, personal value systems represent the necessary facilitating elements to implement the TQM programs correctly and effectively.

In the following sections the relationship between each primary value and the TQM principles will be analysed.

(a) Relationship between the primary value “love” and TQM principles

According to Plato, *“Good people do not need laws to tell them to act responsibly, while bad people will find a way around the laws”*, in other words, where love reigns, laws are unnecessary. In a workplace characterized by love, personalities and protagonists totally

disappear, replaced by trust, passion, reciprocal respect and individual care. In a workplace where love reigns, all the members of the organization are capable of self-regulating the activities, and all the norms become superfluous. Love means being tolerant, benevolent, cooperative, compassionate, grateful, forgiving, kind, respectful and finally, having a certain level of empathy with others. Love can affect all the TQM principles.

TABLE IV: Relationships between the “love” and the TQM principles	
PRIMARY VALUE	TQM PRINCIPLES
LOVE	Customer orientation Leadership commitment Participation and involvement by everybody Partnership development Continuous improvement and learning Long-range perspective

(b) Relationship between primary value “honesty” and TQM principles

Honesty is a human quality consisting of behaving with integrity, transparency, and sincerity. Honesty means recognizing facts as they are without distorting reality. Honest people do not lie, do not prepare snares, do not steal, and do not manipulate reality. Honesty is the engine of social relations and business.

Becker (1998), although noting that scholars have confused integrity with other concepts (especially honesty and conscientiousness), recognizes that “*honesty is a necessary but not sufficient condition for integrity...*” and affirms that “*employees with higher integrity are better workers than those with lower integrity...therefore, ceteris paribus, organizations having more employees with high integrity are more likely to survive and thrive than are organizations with fewer such employees*”.

Therefore honesty is merely one component of the larger picture. It is a necessary but not sufficient condition to define the *Integer Homo*. Honesty can affect the following TQM principles:

TABLE V: Relationships between the “honesty” and the TQM principles	
PRIMARY VALUE	TQM PRINCIPLES
HONESTY	Customer orientation Leadership commitment Participation and involvement by everybody Partnership development

(c) Relationship between primary value “justice” and TQM principles

The word Justice stems from the Latin word *iustus* that derives from *ius* that means fair, right. Justice is the complete set of norms that regulate relations between people and institutions, authorizing, forbidding, and allowing specific behaviours. Justice does not mean sharing things with all mankind. It consists of defining what and who is right. Justice in workplace generates healthy competition because everyone knows that he will receive what he is entitled to. Justice should be related to Love and Honesty. The organization that lacks respect and transparency will also lack justice. Reave (2005) indicates that “*justice and fairness are values important to most spiritual paths...Two recent surveys...found that the highest priority for employees was fairness at work*”. So justice erases individualisms, egoisms, and lies because everyone knows that equality and impartiality will always prevail. Justice can affect the following TQM principles:

TABLE VI: Relationships between the “justice” and the TQM principles	
PRIMARY VALUE	TQM PRINCIPLES
JUSTICE	Leadership commitment Participation and involvement by everybody Partnership development

(d) Relationship between primary value “peace” and TQM principles

Peace is the predisposition to know oneself and one’s capacity to create and be part of a social network. Peace implies an interior and exterior cheerfulness, and is an emotional stability that allows one to face daily challenges with positive soul and, especially, allows for solving problems instead of creating new ones. Peace needs daily efforts to solve problems without being submitted to the difficulties. Peace determines solidarity, consolation, cooperation within the group. Peace can affect the following TQM principles:

TABLEVII: Relationships between the “peace” and the TQM principles	
PRIMARY VALUE	TQM PRINCIPLES
PEACE	Customer orientation Leadership commitment Participation and involvement by everybody Partnership development

(e) Relationship between primary value “initiative” and TQM principles

Initiative is the result of something that occurs internally and that is constantly stimulating one in order to anticipate events, and to be always proactive. It is directly related to peace. If there is no peace, creativity dies. The chairman and CEO of Levi Strauss and Co., Robert Hass, interviewed by Howard (1990) noted that *“at Levi, we talk about creating an “empowered” organization... It has to be the strategy and the values that guide them...the more you establish parameters and encourage people to take initiatives within those boundaries, the more you multiply your own effectiveness by the effectiveness of other people”*. Initiative can affect the following TQM principles:

TABLEVIII: Relationships between the “initiative” and the TQM principles	
PRIMARY VALUE	TQM PRINCIPLES
INITIATIVE	Customer orientation Leadership commitment Participation and involvement by everybody Partnership development Continuous improvement and learning

(f) Relationship between primary value “competence” and TQM principles

Competence consists in knowing how to do something and it is strictly linked to “knowledge”. Considering that activities in the workplace are always the result of a specific form of learning and training, competence necessarily became a must. Trigo (2006) noted *“studying is a virtue that leads and moderates – according to the reason – the desire to know...the objective of this virtue is not the knowledge as such. This virtue provides to the man an honest desire to know the truth and to use it fairly...”*. Nonaka and Takeuchi (1995) underlined that *“...it is the ability to create new knowledge continuously that becomes the source of competitiveness in the knowledge society”*.

The worker who uses his “competence” in a right and honest way is a resource for a company, especially in the case of implementing TQM programs. Competence can affect the following TQM principles:

TABLE IX: Relationships between the “competence” and the TQM principles	
PRIMARY VALUE	TQM PRINCIPLES
COMPETENCE	Customer orientation Leadership commitment Participation and involvement by everybody Continuous improvement and learning

(g) Relationship between primary value “vision” and TQM principles

Vision consists in seeing beyond others. Vision means to investigate new things, to open one’s mind and, sometimes, to dream. Vision should be part of the background of all the workers, starting from the CEO who has to define the strategy, to the man at the machine who has to imagine new ways to do things, always in search of excellence. Vision is the value that leads in this search. Vision is never related to the present. It is where one wants to be in the credible future according to his or her possibilities. Vision can affect the following TQM principles.

TABLE X: Relationships between the “vision” and the TQM principles	
PRIMARY VALUE	TQM PRINCIPLES
VISION	Customer orientation Leadership commitment Participation and involvement by everybody Partnership development Continuous improvement and learning Long-range perspective

(h) Relationship between primary value “humility” and TQM principles

Probably the value “humility” is one of the most represented in management literature. Reave (2005) noted “*humble leaders who stay in the background are often the most effective*”. Collins (2001), in his study of extraordinary performance achievements in good-to-great companies, found that “*Level 5 leaders are a study in duality: modest and wilful, humble and fearless*”. Vera y Rodriguez-Lopez (2004) argued “*humility offers strategic value for firms by furnishing organizational members with a realistic perspective of themselves, the firm, and the environment*”. In other words, humility is the virtue of realism. It consists of being aware of limitations and insufficiencies and behaving in accordance with this knowledge. More precisely, humility consists of self- recognition. Saint Theresa of Avila affirmed that “*humility represents the truth*”, meaning that humble individuals always see things as they are, the good as good, and the bad as bad. The more humble, the better the vision of reality. Kallasvuo (2007), president and CEO of NOKIA, noted “*humility is a vital quality in a leader, just as it is for a company...It gives you the strength to resist the safe conformity of benchmarking and instead try to think differently. It allows you (in fact compels you) to say that things have changed, and we need to change, too*”. Humility can affect the following TQM principles:

TABLE XI: Relationships between the “humility” and the TQM principles	
PRIMARY VALUE	TQM PRINCIPLES
HUMILITY	Customer orientation Leadership commitment Participation and involvement by everybody Partnership development Continuous improvement and learning

(i) Relationship between primary value “formality” and TQM principles

Formality means both how to organize things and how our interior is organized. If we put the man as the centrepiece of the organization, he should have the necessary formality to organize himself and his things in order to be able to implement TQM principles correctly. Formality

guarantees that people with values remain “in the organization” and do not act outside its boundaries. Formality can affect the following TQM principles:

TABLE XII: Relationships between the “formality” and the TQM principles	
PRIMARY VALUE	TQM PRINCIPLES
FORMALITY	Customer orientation Leadership commitment Participation and involvement by everybody

Table XIII summarizes the relationships between primary values and TQM principles.

TABLE XIII: Summary of Relationships between the “Primary Values” and the TQM principles						
	Customer Orientation	Leadership Commitment	Employees Participation	Partnership development	Continuous Improvement	Long-Range Perspective
Love	YES	YES	YES	YES	YES	YES
Honesty	YES	YES	YES	YES		
Justice		YES	YES	YES		
Peace	YES	YES	YES	YES		
Initiative	YES	YES	YES	YES	YES	
Competence	YES	YES	YES			
Vision	YES	YES	YES	YES	YES	YES
Humility	YES	YES	YES	YES	YES	
Formality	YES	YES	YES			

The mediating variables: passion and trust

Passion and Trust are the results of living primary values that, at the same time, influence directly and with different intensity the principles of TQM more related to persons. The two variables are well-analyzed in literature at different intensities. Hosmer (1995) defines trust as “*the expectation by one person, group, or firm of ethically justifiable behavior – that is, morally correct decisions and actions based upon ethical principles of analysis – on the part of other person, group, or firm in a joint endeavor or economic exchange*”, and emphasizes that trust can be composed of five specific components: integrity, competence, consistency, loyalty, and openness. Schoorman, Mayer and Davis (2007) contend that “*all three factors of ability, benevolence, and integrity can contribute to trust in a group organization*”, whereas Jones and George (1998) assert “*values contribute to the generalized experience of trust and can even create a propensity to trust that surpasses specific situations and relationships*”. According to Pelligra (2007), “*when trust reigns in a community, progress flourishes in all its forms, including social, political, and economic*”.

Passion has been analyzed in different forms. The most common are to consider passion as *commitment* or *enthusiasm*. According to Lee and Miller (1999) “*employees who are committed and dedicated to their firms, are more apt to work in harmony towards the same strategic objectives and to make decisions with care and generosity of spirit*”. Passion is more than enthusiasm and commitment. Jones (2001) noted “*passion develops from a long-term commitment. It happens when you are taking actions that make a difference to something that provides you with meanings*”. It is a source of intrinsic energy that allows making a strong link between what one does and what he or she believes in. Schwartz (2007) emphasized that energy “*comes from four main wellsprings in human beings: the body, emotions, mind, and spirit*”. Boyatzis, McKee and Goleman (2002) noted that “*when asked, most businesspeople say that passion – to lead, to serve the customer, to support a cause or a product, is what drives them. When that passion fades, they begin to question the meaning of their work*”. Klapmeier

(2007) asserted “*you have to have passion to do something industry changing...you also need it to get you through all the setbacks*”. Jones (2001) reported “*the people I interviewed talked about the benefits of work passion in two major themes: their own rewards, and rewards for the organization*”. Finally, Milne (2007) noted “*if people are passionate about what they do, they’ll be happier and more productive. Just as importantly, they’ll infect customers and co-workers with their positive attitude and stay longer with the company*”.

So, the leading idea is that living primary values helps to generate passion and trust. In particular:

- Love, because of its contribution to the elimination of individualities, protagonism, and egoism, generates passion and trust;
- Honesty, because of its contribution to reciprocal respect, generates passion and trust;
- Justice, directly related to honesty, affects trust;
- Peace, responsible for creating internal and external joy and harmony, and predisposed to solving problems, generates passion and trust;
- Initiative, representing the internal force to act, generates passion;
- Competence generates passion because of eagerness always to learn more, and trust because one trusts people whom one knows;
- Vision affects passion and trust because all members share the same objectives;
- Humility generates trust because of the possibility to correct bad habits;
- Formality generates trust because it guarantees harmonious movement within the organization.

Table XIV: Relationships between values and mediating variables		
	Passion	Trust
Love	YES	YES
Honesty	YES	YES
Justice		YES
Peace	YES	YES
Initiative	YES	
Competence	YES	YES
Vision	YES	YES
Humility		YES
Formality		YES

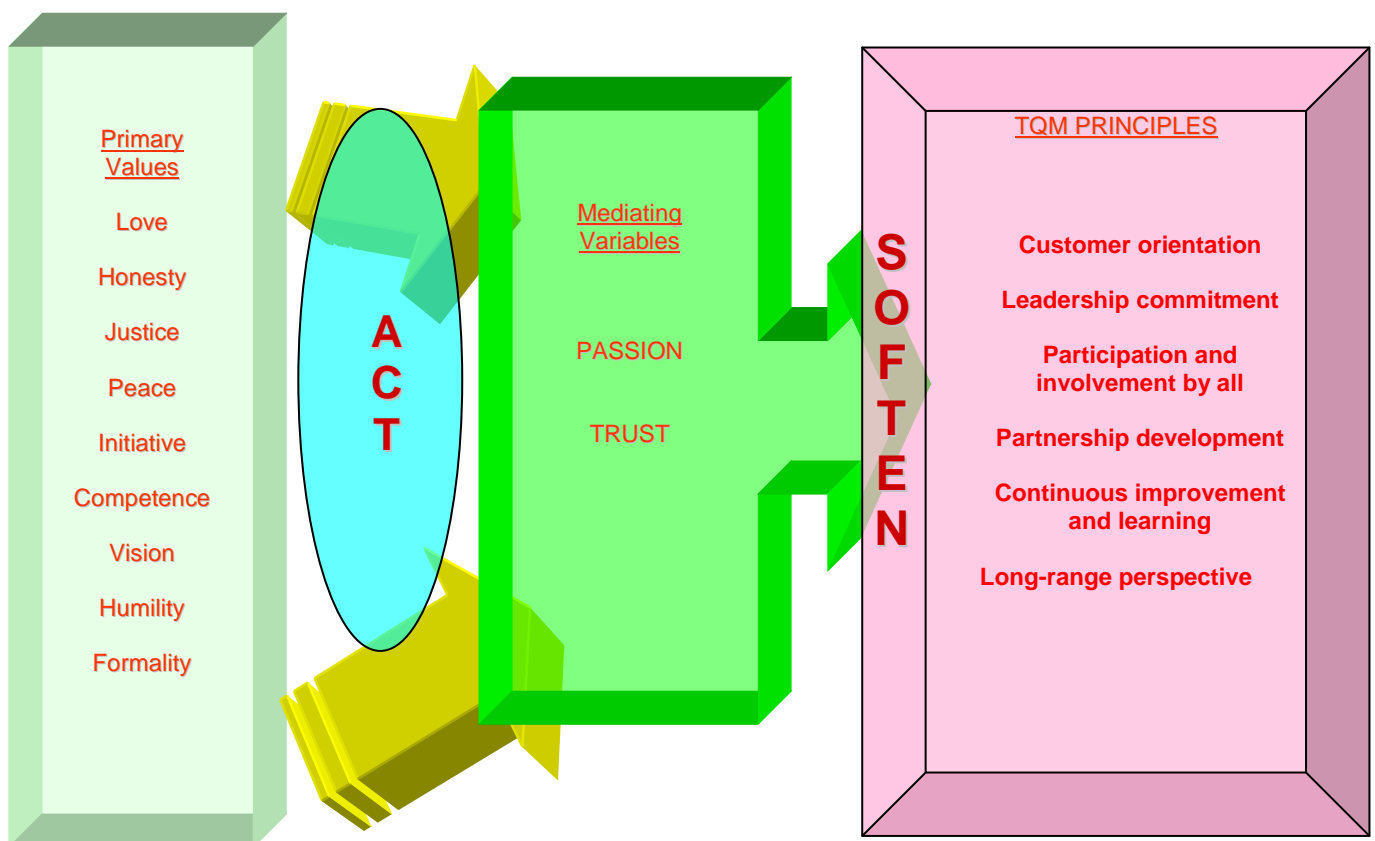
The interaction model

Dean and Bowen (1994) define Total Quality as “*a philosophy or an approach to management that can be characterized by its principles, practices, and techniques*” and emphasize that Total Quality “*has come to function as a sort of Rorschach test, to which people’s reactions vary as a function of their own beliefs and experience*”. Tari (2005) noted “*the literature has pointed out that TQM and human resources management go hand in hand, the latter being the basis for part of the important success of TQM. Nevertheless, practice shows a lower interest in the human side. At times, it has been found that TQM success depends critically on human aspects*”. Dahlgaard and Dahlgaard-Park (2006) stressed the importance of understanding the human factor; “*the first aim of a quality strategy is to build quality into people through strengthening of both Core Values (CV) and Core Competencies (CC)...if CV are ignored...the*

company will not be able to utilize the CC, which they try to build into people. Trust, respect, benevolence, integrity, loyalty, justice and honesty are some identified elements, which can be categorized by the term CV". Sosik (2005) noted "more recent empirical research demonstrates that values directly affect behavior by encouraging individuals to act in accordance to their values". Drury (2003) noted "it appears that human factors and the quality movement can work well together and have much to offer each other by cooperation". Schwartz (2007) proposes a new contract between organizations and employees "we envision a new and explicit contract that benefits all parties: organizations invest in their people across all dimensions of their lives to help them build and sustain their value. Individuals respond by bringing all their multidimensional energy wholeheartedly to work every day. Both grow in value as result".

Figure 1 explains the interaction model between Primary Values and TQM principles. The hypothesis is that the living of primary values generates passion and trust among workers that help to reduce the values conflict that generates cognitive dissonance (Moser 1998) and, consequently, tempers the introduction of TQM programs both by establishing cognitive harmony and by building a sense of shared objectives. Finally, the cognitive harmony will have a positive impact on productivity and job performance which, in some circumstances, can have a significant impact on corporate financial performance.

Figure 1. MODEL OF RELATIONSHIPS BETWEEN PRIMARY VALUES AND TQM PRINCIPLES



Managerial Implications

According to Brown and Treviño (2006) "individuals are attracted to, and are selected into organizations on the basis of perceived person-organizational values fit". Barsade, Ward, Turner, and Sonnenfeld (2000) noted that "this fit is important because...people care about how similar they are to others on a variety of dimensions... people prefer to interact with other

individuals or groups who have (or are perceived to have) attitudes and values similar to their own". England and Lee (1974) emphasized "*value patterns predict success and could be used in making selection and placement decisions*". Therefore, the first managerial implication is that organizations should clearly state the values of the company, look for values assonance during the recruiting process and continuously verify and stimulate the person-organizational values fit. The objective should be, as Dean and Bowen (1994) stressed, on "*focusing on the selection of a "whole" person (i.e., not just technical skills, but also personality traits and needs) who will fit not only specific job requirements, but also the unique characteristics of the overall organization*".

Parish, Cadwallader, and Busch (2008) noted "*as managers make decisions for coping with change, they must consider not only how firm performance will be affected but also how employees will be affected*" introducing the second managerial implication: the need to evaluate, when introducing changes, how the human factor will be affected and introduce the needed interventions.

Finally, managers should begin focusing on the spiritual needs of the workers because as Dahlgaard and Dahlgaard-Park (2006) noted, "*only the satisfaction of both mental and spiritual needs, will make man happy and content*".

Conclusions

It seems clear that personal values can play an important role in the implementation of TQM programs, being the stimulators of workers' motivation. This paper represents the first attempt to integrate into TQM theory the values of people called upon to implement TQM programs. The contributions are the following: presentation of a summary of values list in literature and primary values detection, presentation of a summary of TQM principles both from literature and quality awards, introduction of the leading idea that passion and trust are the results of living the primary values and presentation of a theoretical model of relationship between primary values and TQM principles.

This being a first attempt, it may contain some limitations. In particular, it is important to underline the difficulties of moving among different fields of study (ethics, philosophy, psychology, religion, etc.), the difficulty of defining with exactitude the variables of the model, the inexistence of empirical data to validate the model, the inexistence of a clear and unique terminology, sometimes also with difficulty of comprehension and, finally, the inexistence of specific hypothesis of investigation.

For the future, the relationships between primary values and TQM principles should be analyzed in depth, aided by companies that are already implementing TQM programs based on values. The validation of the role of Passion and Trust based on research results and the measurement of the intensity among the variables of the mode should be evaluated.

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