
Leveraging Congruence of Values in the Workplace during Pandemic Times: An Empirical Study

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Abstract

The Covid-19 pandemic has brought about unprecedented changes and challenges to countries worldwide. It has forced a shift from the way people and industries usually do things, ranging from everyday activities to how businesses operate. To mitigate the adverse economic implications of the Covid-19 global crisis, industries opted for alternative work arrangements to restart labor activities while providing for the needed flexibility to overcome restrictions in mobility and comply with social distancing protocols. Qualitative research approach is used to document how congruence of values can be leveraged in the conduct of work in alternative work arrangements, which are commonly utilized during this time of the Covid-19 pandemic. Congruence ensures that the values guiding the decisions, actions, and behaviors of employees are harmonized with the core values espoused by the organization. Specifically, this study illustrates how the stable and enduring nature of values guide the employees of a University located in Manila, Philippines in self-managing their performance in a flexible work environment. Semi-structured interviews of administrative officials were conducted in order to establish the core values espoused by the organization. Employees were also interviewed to determine the important role congruence plays in performing work remotely from the organization.

Keywords: alternative work arrangement, congruence of values, core values, Covid-19, pandemic, work from home



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INTRODUCTION

The Covid-19 pandemic has brought about unprecedented changes and challenges in various levels of society. Protocols such as lockdowns, quarantine, and social distancing have been enforced as means of breaking the chain of transmission (Das et al, 2020). These measures are necessary to prevent the exponential spread of infection, however, these impose constraints in mobility and impede continuity of services. To minimize the impact of restrictions, especially on the economy, industries are faced with the need to adapt to changes and adopt alternative work arrangements in order to sustain labor productivity without neglecting infection control measures.

Alternative work arrangements offer flexibility as people are able to work outside of organizational settings. Flexibility may either be in terms of the employment relationship, or work schedule, or locations where work is undertaken (Spreitzer et al, 2017). Working remotely is an example of alternative work arrangement. Work can be done at home, in a coffee shop, or any other location outside of the office. In the case of controlling the spread of Covid-19, where the intention is to encourage social distancing, government regulation is specifically pointing towards work from home arrangement (Susilo, D., 2020).

Various studies have highlighted the benefits and drawbacks of working remotely. Advantages include reduced work-related stress, less incidence of burnout, increased sense of autonomy, enhanced job satisfaction, and improved commitment (Anderson, J. and Smith, H., 2019). This arrangement is also attractive as it minimizes time and cost of commuting to work (Spreitzer et al, 2017). Challenges include increased chances of miscommunication, less employee engagement, blurring of boundaries between time for work and personal time, and feelings of isolation, loneliness and boredom. Being physically detached from the organization weakens organizational identification (Spreitzer et al,

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2017). Alternative work arrangements implemented as means to regulate labor conditions or mitigate costs, rather than as choice of the employees, tend to illicit negative reactions.

This study documents how congruence of values can be leveraged in the conduct of work in alternative work arrangements, which are commonly utilized during this time of the Covid-19 pandemic. Congruence ensures that the values guiding the decisions, actions, and behaviors of employees are harmonized with the core values espoused by the organization. Specifically, this study illustrates how the stable and enduring nature of values guide the employees of a University located in Manila, Philippines in self-managing their performance in a flexible work environment.

LITERATURE REVIEW

Alternative work arrangements

Alternative work arrangement is a broad concept that covers a variety of modern classifications of work and workplaces, anchored on the so called “new world of work” (Spreitzer et al, 2017). Flexibility and customization are characteristics of alternative work arrangements that make it appealing to both employers and employees. In previous studies, the term “nonstandard workers” was used to describe employees with limited attachments to the organization in terms of temporal, physical, and administrative factors. More recent researches focus on the flexibilities which can be granted to an organization’s workforce in terms of employment relationship, scheduling of work, and location of where the work will be performed (Spreitzer et al, 2017).

Advancements in technology and innovations contribute to the realization of alternative work environments. On the one hand, advances in the internet and availability of online file storage enable employees to access data in places remotely located from the organization. On the other hand, employers may also use technology for monitoring and surveillance (Spreitzer et al, 2017).

Employees are drawn into alternative work arrangements because their preferences may be factored into decisions related to their employment. Workplaces and workspaces may be adjusted to the needs of employees. Flexibility in work location enables employees to balance completion of work-related tasks and their domestic responsibilities. Employees find more meaning with work when they are given autonomy and independence. However, this relies a lot on an employee’s ability for self-management as they work remotely from the organization and their managers (Spreitzer et al, 2017).

Values

The concept of “values” is widely used across varying contexts and disciplines. Social scientists have established that values are precursory to the process of decision-making; thus, different circumstances have been analyzed in the light of the predictive and explanatory nature of values that are consciously and unconsciously expressed (Cheng, A. and Fleischmann, K., 2010).

Values, in the context of management, are associated with organizational performance. Every organization has an established value system (Gorenak, M. and Kosir, S., 2012). These are principles that support successful management which are adhered to by a company (Kumar, C. 2012). An organization’s value system is a mechanism used by management to bring about organizational success through desirable and purposeful employee behavior, favorable attitude towards work, and promotion of positive organizational climate (Gulbovaitė, 2017). They provide the idiosyncratic mark of an organization and are indicative of styles and patterns related to conduct, communication, and decision making.

Core values, otherwise known as central values, are tenets that unify the organization as it evolves through time. Organizations go through changes such as growth, decentralization, diversification, and expansion. Core values are stable and enduring amid the ambiguity and uncertainty of the environment where the organization operates. These are the prevailing ethos that secure the stability of the organization.

Values become an organization’s core values when the impact they have on behavior and what people do goes beyond the influence of the other values in a value system (van Rekom et al., 2006). The intrinsic meaning drawn from core values motivates people to perform their tasks. Johan van It is purported that a

clear grasp of the core values promotes the alignment between company strategy and employee motivation (van Rekom et al., 2006). Employees are motivated to support the implementation of a mapped-out strategy if the goal is clear and if the process of actualizing the value is concretely defined. The obtrusiveness of the values most central to the organization provides the reason why these are important to the institution and its employees and serves as explanation why actions are undertaken as such. They provide clarification on what are deemed as vital to the organization, the philosophy behind activities, and how operations are performed (Barchiesi, M. and La Bella, A., 2014).

Values are perceived to be a fundamental aspect of organizational culture. Organizational culture is built upon the shared values of individuals who comprise the organization. Creation of organizational values is preceded by establishing the company's philosophy, which is ingrained in the organizational culture (Gorenak, M. and Kosir, S., 2012). Organizational values mirror the mission and strategic goals of the organization. They pertain to the values articulated by management and are juxtaposed as critical to progress. They are aimed to positively influence and motivate employees to use their creativity geared towards the growth and development of the organization (Gorenak, M. and Kosir, S., 2012). Values are critical to leadership and execution because they operationalize culture and provide the standards that must be reinforced in the organization. They are enduring and there is rarity in the need for changing (Bossidy, L. and Charan, R., 2009). This holds true despite the necessity to change business practices and strategies in response to the volatility of the contemporary world. Values are rooted on the desirable end goals of the organization (van Rekom et al., 2006); thus, they tend to be lasting and stable. Values are essential especially when the organization is surrounded by crisis and instability

In the perspective of human resource management, values are linked with facets, such as job satisfaction, work performance, employee productivity, and commitment (Diskiene, D. and Gostautas, V., 2013). Organizational values have a direct impact on the manner by which employees fulfill their responsibilities. Clearly-defined values must be supported by a well-designed system of communication. This is key to improving the performance of employees and subsequently the performance of the organization (Gorenak, M. and Kosir, S., 2012).

Congruence of Values

Based on the Person-Environment (P-E) fit paradigm, attitudes and behaviors arise from the congruence between characteristics of the individual and the environment. Characteristics of the individual include needs, values, end-goals, personality, and abilities, while environment characteristics include rewards, cultural values, and environmental conditions (Darrow, J. and Behrend, T., 2017). This paradigm is comprised of two traditions, namely: the complementary fit and the supplementary fit. Complementary fit is anchored on the psychological need fulfillment and is demonstrated as the match between a person's desires and the resources available from the environment to fulfill these desires. Supplementary fit gives emphasis to the matching characteristics of a person and an organization, including similarity between individual values and the value system of the organization. Theoretically, congruence of values has effects on the attitude and behavior of a person because of the tendency to trust and be attracted to people with similar values and characteristics (Gulbovaitė, E., 2017). Similarities in values can yield a common approach to cognitive processing and interpretation of circumstances, thus, increasing predictability and enhances interaction with others. An employee is likely to be comfortable in a work environment where the things important to him are also important to others. Having shared values promotes ease in communication and coherence in actions.

The broad concept of P-E fit has been broken down into different facets, namely: person-organization, person-vocation, person-job, person-group, and person-culture (Gulbovaitė, E., 2017). Person-Organization (P-O) fit is oftentimes referred to as congruence between the personal values of the employees and the values of the organization subsumed under organizational culture. Congruence affects the attitudes and behaviors of people due to the attraction towards others to whom one has similarities with. Congruence of values is central to the study of P-O fit because this deals with the consistency of personal values with the culture and values of the organization the individual works for. P-O fit enhances an employee's identification and compatibility with the organization because it is

concerned with the consistency of the employee's values, behaviors, and interests with that of the organization. Both the organization and its employees benefit from high degrees of P-O fit (Vveinhardt, J. and Gulbovaitė, E., 2015). Employees experience comfort and develop competence in an environment with values similar to them. The organization benefits as employees develop positive attitudes toward work and this fosters favorable organizational climate.

Congruence of values can be defined as compatibility between the personal work values of an individual and that of the organization (Bao et al, 2012). The fit between the values of a person and the values of the organization is perceived to be fundamental and enduring. P-O fit and congruence of values have been associated with employee workplace behaviors and outcomes, including motivation, job satisfaction, organizational commitment, intent to stay, and socialization. Individuals will seemingly remain satisfied and motivated by values that attracted them in the first place. An activity becomes meaningful if the employee is able to discover its alignment to his or her core values. Without this alignment, a person can become alienated and disengaged from their work.

According to the Social Identity Model, congruence of values is a predictor of employee attitudes. Values are principles that regulate what an individual would consider important in life (Cheng, A. and Fleischmann, K., 2010); thus, the decision to be a part of a certain organization is a reflection of one's values. The perception of society towards an employee is influenced by the values given importance by the employing organization, creating an effect on one's self-definition. Personal values not aligned to organizational values lead to cognitive dissonance and negative job attitudes (Darrow, J. and Behrend, T., 2017). When values are not shared among members of the organization, communication becomes difficult and circumstances are viewed differently, leading to heightened confusion and uncertainty.

METHODOLOGY

Qualitative research methodology, through the conduct of semi-structured interviews, was used in documenting the important role congruence of values play in alternative work arrangements. Semi-structured interviews were conducted using open-ended questions.

The core values of the University are explicitly articulated and declared through important documents and channels such as the General Statutes, Strategic Plan, the University Website, and other promotional materials. To validate the espoused values of the organization, three purposively selected administrative officials, specifically those who are attending to matters related to the employees of the University, were interviewed. The interviews also involved establishing the hallmarks or indicators of the core values. Afterwards, three randomly selected employees, belonging to the support staff of the University, were interviewed. Each interviewee represented a specific employment category: Professional, Technical, and Skilled. The interviews focused on determining the important role congruence of values plays in performing their work remotely from the organization.

All the interviewees have been with the University for at least 10 years to ensure that they have enough experience and exposure with the core values of the University. The interviews were conducted in the offices of the identified participants, with the exception of one, wherein the interview was conducted online. Being in a comfortable environment can posit favorable effects on the interviewee, thus, can positively affect the quality of the interview (de la Croix et al, 2018). In view of the Covid-19 pandemic, proper health and safety protocols were undertaken. Each interview started with a brief explanation of the nature and purpose of the study. The consent of the participants was sought prior to the conduct of each interview. Each participant was provided with a copy of the Participant Information and Informed Consent Form, where the ethical considerations, such as voluntary participation, confidentiality, among others, were stated.

EMPIRICAL STUDY

Background

As part of precautionary measures to minimize the spread of the Covid-19 infection, the University being studied in this paper shifted to the online delivery of classes in March 2020. This was attuned to the quarantine protocols implemented by the national government. Along with this move, employees

assigned to various administrative and academic offices, or the support staff, followed the work from home arrangement. Towards the middle of 2020, as quarantine protocols were slightly loosened, the University adopted the blended work arrangement. This is a combination of work from home and skeleton workforce arrangements. Depending on the nature and operations of each department, skeleton workforce is being implemented for those requiring onsite operations, while those whose work can be accomplished remotely follow the work from home arrangement. Employees who are part of the skeleton workforce are required to render three days onsite work per week, and the rest of the work are performed remotely. This keeps the number of employees reporting onsite to a minimum to ensure social distancing protocols are adequately observed. Those in the work from home category will only have to report onsite whenever necessary.

Competence, commitment, and compassion are the core values espoused by the University. In the book "Just from the Heart" written by a former top administrative official, it was narrated that in the strategic plan covering the period of 2001 to 2011, the vision and mission of the organization were revisited and redefined, and from there, competence, commitment, and compassion were derived as the three qualities of professionals aimed to be formed by the University. These are characterized as "a well-formed mind" for competence, "a well-formed heart" for compassion, and "fully harnessed powers harmonized by reason and will" for commitment (Lana, T., 2002). Furthermore, part of the long-term directions of the University is the objective of having "truly competent, committed, and compassionate women and men serving the University" (Lana T., 2002). The University aims to have a workforce adhering to the values of competence, commitment, and compassion.

Findings/Results

Embracing and adhering to the core values of competence, commitment, and compassion have helped employees manage their performance even when placed in alternative work arrangements. It is important for employees to have a shared understanding of what the core values are and how these translate to actions. Congruence of values uphold that the actions, behaviors, and decisions of employees are aligned with the vision, mission, goals, and strategies of the organization. This ensures that even when employees are remotely located from the University, they are guided by the same core values espoused by the organization.

Core Value: Competence

Competence is the ability to perform one's work. Professional competence is highlighted as the focus of this particular core value.

Bases on the interviews of administrative officials, employees whose personal values are aligned with this core value are expected to exhibit the following hallmarks: efficiency in the delivery of services to stakeholders, possessing thorough knowledge of one's job, articulate in expressing ideas, able to resolve issues decisively, accepts responsibility for decisions, exercises accountability for work performed, uses experience in solving problems, able to give creative solutions to problems, works for continuous improvement, maintains active participation in professional organizations, proactivity, innovativeness, and views criticisms constructively. These distinct characteristics of competence enable employees to continue with the performance of their duties and responsibilities even under unique conditions.

Competence is associated with performance (Campeanu-Sonea et al, 2011). This ensures that the knowledge, skills, and experiences possessed by an individual match those necessary to meet the expected quality of performance. Competence is essential in order to yield performance and efficiency of superior quality. It is the ability to function efficiently in one's work environment and operate amid challenging situations (Agha et al, 2012).

As validated in the interviews of employees,

"Though we have been trained to do our job onsite, the value of competence pushes us to be creative in applying what we know and what we can do to the current online set-up".

Having a knowledgeable and skillful workforce positively affects the performance of the organization (Susilo, D., 2020). Having a thorough knowledge of one's job alone may not suffice in adjusting to the demands of alternative work arrangements. Being in a different work environment calls for proactivity in anticipating possible problems and difficulties. It also requires innovativeness and creativity in rendering solutions to actual problems and difficulties. The shift from onsite to remote delivery of services challenges efficiency as this is not the usual way by which work is performed, thus, ability to resolve issues is critical. Accepting responsibility and taking accountability are also essential since employees work under less supervision. The new work arrangement calls for employees to be open to criticisms and aim for continuous improvement. Active participation in professional organizations help employees keep up with the trends in their field, assisting them to further develop their competence.

Core Value: Commitment

Commitment is exhibited by dedication to one's work. It emphasizes the non-transactional nature of service as employees are willing to render work which may be outside one's paygrade and even beyond one's official work hours, when necessary.

Hallmarks of commitment include: attendance in institutional activities, enthusiasm when doing one's work, assumption of responsibility beyond one's paygrade, strictly observing office schedule in terms of attendance and punctuality, contributing valuable ideas, observing standards related to one's work, and maintaining professionalism in performing one's job. An employee shared that it takes commitment to carry on with regular work duties even when no one is watching.

"We continue to work even if the situation has changed. That is our commitment. It takes dedication to do quality work even if there is nobody looking or monitoring you".

The value of commitment entails observing standards and exercising professionalism even when there is minimal supervision. Working remotely from the organization results in limitations for managers and supervisors to physically oversee the work performance of employees.

One employee who is part of the skeleton workforce reporting onsite disclosed that there is difficulty of commuting going to work and that taking public transportation exposes people more to the threats of the Covid-19 virus. However, despite these circumstances, he still reports to work regularly. He just ensures to follow proper health and safety protocols to minimize risk of being infected.

Since mass gatherings and activities are prohibited, training and development activities are delivered online. For the University, the latest learning sessions are on work-life balance during the pandemic and e-records management. Employees are grateful that even with the persistence of limitations, the University is still able to provide them with learning sessions. Commitment can be observed when employees actively participate in these activities even when done virtually.

Commitment is characterized by an adherence to identified goals, eagerness to be at the forefront, and enthusiasm to pursue a job (Chiang et al, 2015). Persistence, dedication to one's role, and the interest for professional development are elements of commitment (Mazerolle, S. and Dodge, T., 2015). This is a continuous process where the individual works beyond expectations, for the benefit of achieving the goals of the organization and attain success (Alkaustar, M., 2014).

Commitment can either be professional or organizational. Professional commitment is adherence to a chosen career, the people who are engaged in the same line of work, and the practices and idiosyncrasies established within the profession. A person is intrinsically motivated to perform work to which he/she is loyal to. There is inclination to establish a strong linkage and be well-recognized within the professional circle (Perry et al, 2016).

Organizational commitment is defined by an association with the organization where one is working for. This is characterized by loyalty, engagement, and attachment (Perry et al, 2016). Commitment is reflected by one's identification with the organization (Paino et al, 2012) manifested through congruence of goals. A person committed to one's organization exerts effort to deliver more and exhibits favorable workplace behavior.

Core Value: Compassion

Compassion is the readiness to extend help and assistance to others. This focuses on the familial dimension in the work environment. Employees are likely to be more compassionate to the people they know. It may also be displayed by one's flexibility to the needs of clients. Compassion is understanding that employees are human beings who may have to attend to personal matters outside the workplace.

As part of the organizational value system, this core value is manifested through respecting the opinions of others, open-mindedness to the ideas of other people, showing concern for other people's well-being, sensitivity to the feelings of others, helping resolve conflicts in the workplace, having the ability to re-examine one's position on important issues, accessibility to those who need help, and participating in community development activities.

"As the University, through its administrators, would show compassion to students, as employees, we are inspired to extend compassion as well".

An employee narrated that their office has been receiving requests from students asking for consideration regarding various matters, mainly financial in nature, because they and their families have been adversely affected by the Covid-19 crisis. The University has existing policies in line with handling of specific concerns, however, because of the pandemic, requests for consideration are usually dealt with individually. Administrators study the merits of the request and extend consideration as much as possible, citing that they understand the difficulties brought about by the pandemic. Thus, when students approach employees with problems and concerns, they handle the situation guided by the value of compassion.

"Observing our superiors extend compassion, we are taught to be compassionate as well".

In the paper "Aquinas on Compassion: Has He Something to Offer Today?", Thomas Ryan (2010), substantively discussed compassion as explained by St. Thomas Aquinas in his works. Compassion is an emotion and virtue that defines human nature. It is in man's nature to extend assistance to another. It is other-oriented and inter-relational, manifested by genuine sympathy for another person's plight and the urge to take action to bring ease.

A healthy love of self is an antecedent of compassion. Respect for oneself is the foundation of respect for others. Envy is seen as the opposite of compassion. Envy is an unfavorable attitude towards the fortune of another. Compassion is the sympathetic attitude towards the distress of another person.

It has three dimensions: cognition, affective, and volitional. Cognition is the awareness of another person's distress. Affective is being moved by what one sees. Volitional is taking active steps to bring solution or relieve the distress of the other person.

Central to the concept of compassion is acknowledging and giving recognition to personhood, or the value of a person. Compassion is person-centered and is built upon respect and trust. It is a key value that aims to address the unique needs of individuals (Sharp et al, 2015). It is characterized by supportive and helpful acts that express care, concern, and tenderness (Eldor, L., 2018).

In the field of healthcare, compassion is tantamount to providing holistic and individualized care (Sharp et al, 2015). In management, compassion is emotion-based, which includes expressions of warmth and affection (Eldor, L., 2018). It is anchored on authentic sensitivity to the feelings of others. Compassion is characterized by a well-thought of response and action to alleviate the distress of another (Sharp et al, 2015).

Discussion

Lockdown and quarantine protocols implemented in line with the Covid-19 pandemic are intended to control the exponential spread of the virus, however, their effects on the global economy cannot be ignored. Work stoppages and labor restrictions (Das et al, 2020) undertaken across the world have had adverse effects on the economy of countries, which create impact on the global economic situation.

Alternative work arrangements are fitting solutions to restore economic activities amid the pandemic. Many industries heeded the call of governments to engage in alternative work arrangements, such as allowing employees to work remotely, to mitigate the adverse economic impact of restrictions. Though there are different remote locations where employees can perform their jobs, home-based work is ideal

because isolation in one's home limits interactions with other people, thus, minimizing the chances of contracting the virus (Susilo, D., 2020). Work from home arrangements warrant continuation of work performance without sacrificing the health and safety of the workforce. This is suitable for the re-opening of economies as businesses are able to continue with operations while still complying with protocols addressed to control the spread of the Covid-19 infection by allowing labor to function remotely. However, the flexibility offered by such arrangements must be coupled with the ability of employees to manage their own performance (Spreitzer et al, 2017). Employees must work within standards acceptable to the organization and its stakeholders even while working remotely and with minimal surveillance and supervision.

The autonomy and independence that come along with the flexibility of alternative work arrangements call for self-management on the part of the employee (Spreitzer et al, 2017). Congruence of values ensures that the values guiding the decisions, actions, and behaviors of employees are harmonized with the core values espoused by the organization.

Organizations identify values which are intended to guide actions, thus, there is an expectation that everyone will work in accordance with these (Vveinhardt, J. and Gulbovaite,E., 2016). Values influence decisions related to how work will be performed, how employees present themselves to stakeholders, and how they work with the organization and other employees. Values influence the commitment of employees to work toward goals attainable through the act of work (Ucanoc, B., 2008). Organizations benefit from congruence as it leads employees toward acceptable work actions and behaviors (Vveinhardt, J. and Gulbovaite,E., 2017). Shared values between employees and the organization positively affects performance at different levels of the organization (Jung, D. and Avolio, B., 2000). Employees model values which are clearly and adequately communicated across the entire organization. When these are translated to expectations, values become visible as they are reflected in the daily practices of the organization.

The strength of organizations is reflected on the enduring nature and stability of its values. Organizational core values are important because these are the bedrock of organizational governance (Gehman et al, 2013). When responding to changing demands and circumstances, organizations with clear values remain stable because the values are embedded in behavior and are clearly and deeply understood by employees.

As seen in the case of the University being studied in this research, the core values serve as encompassing bases for all decisions and are introjected into work processes. Employees see the core values as critical and essential to success, especially as they work remotely from the organization. The University has successfully accomplished the identification of its core values and employees have aligned their day-to-day practices on these. The core values were not simply defined, instead, hallmarks and indicators have been identified. Employees know and understand these hallmarks and indicators, thus, even during this difficult time brought about by adjustments to the health crisis brought about by Covid-19, employees refer to the core values in their actions and decisions.

Values are the cultural cornerstone upon which actions and decisions are strongly integrated (Lencioni, 2002). Organizations rely on the stability of the core values in times of changes and challenges (Gehman et al, 2013). Once inscribed, values form the basis for practices. Congruence goes beyond simply agreeing to values. It is a condition where an employee embraces, adheres, and develops a deep understanding of the significance of the organizational value (Vveinhardt, J. and Gulbovaité, E., 2016). When employees champion and comply with the values, these are observable on how they handle and actively intervene with circumstances. Organizational core values shape the norms of the organization (Gehman et al, 2013) which direct organizational practices, including adapting to a changing world.

CONCLUSION

Congruence of values entails that employees are guided by the core values when making decisions and taking actions. The Covid-19 pandemic has changed the landscape of how work is being done. Having a shared understanding of the core values enable employees to cope with the changes and challenges of alternative work arrangements. Congruence of values can be leveraged to enable employees to manage

their own work performance in a flexible work environment where supervision and surveillance are minimal.

Core values must be adequately and effectively communicated to employees. Employees must have a clear grasp of the hallmarks and indicators of the core values to translate and ingrain them into their day-to-day activities. These do not only indicate the expectations among employees. Adhering to the core values nurtures employees to possess these hallmarks and equip them with these characteristics that will enable them to face adversity. Congruence assures that even when ambiguity and uncertainties persist, as seen in the global crisis brought about by Covid-19, practices remain aligned with the values espoused by the organization. Even when work is being done remotely, congruence of values would ensure that the performance of employees is aligned to what the organization aims to achieve.

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