

## MANAGEMENT BY VALUES FROM A PRODUCTION ORGANIZATION PERSPECTIVE – SYSTEMATIC LITERATURE REVIEW

Magdalena SIWIŃSKA-OLSZÓWKA<sup>1\*</sup>, Justyna BUGAJ<sup>2</sup>

<sup>1</sup> WSB University, Faculty of Management; magdalena.siwinskaolszowka@doktorant.wsb.edu.pl,  
ORCID: 0009-0001-9081-3763

<sup>2</sup> Krakow University of Economics, College of Management and Quality Sciences;  
justynamariabugaj@gmail.com, ORCID: 0000-0002-0652-4134

\* Correspondence author

**Purpose:** The purpose of the present article was to refine the definition of management by values for production organizations in high-tech and automotive industries, based on a systematic literature review.

**Design/methodology/approach:** An inductive approach in grounded theory was used. The study had two main stages. In the first stage, the PRISMA protocol was used to conduct a systematic review of the literature on the subject. In the second, critical content analysis was used to develop own definition, taking into account the specificity of production organizations in high-tech and automotive industries (Managing by Values, MBV).

**Findings:** The authors' definition of MBV for production organizations in high-tech and automotive industries was formulated. The research methods used in MBV research in various industries were reviewed and the directions of future research were presented. It was determined that there had been no previous research in the area of MBV for production organizations in high-tech and automotive industries. The analysis of abstracts allowed to determine that using keywords such as "management by values" and "managing by value" one obtains publications in which the concept of MBV does not appear and the values themselves are understood as creating the value of a product or company or creating value for the customer.

**Originality/value:** The content concerning the concept of MBV was structured, the authors' definition of MBV was developed and a scientific problem was identified.

**Keywords:** Management by values, organizational values, management concepts, systematic literature review.

**Category of the paper:** Literature review.

## 1. Introduction

The concept of values includes ontological, epistemological, anthropological and theological aspects (Kowalczyk, 1986). In a psychological sense, the values of an individual are the inner beliefs that motivate him or her to act, linked to the personality and identity, attitudes, motives and needs of man (Mikulska, 2021). In sociology, they are defined as abstract symbols for what is right-wrong, good-bad, appropriate-inappropriate, etc. (Turner, 1998, p. 233). In management and quality sciences, values are associated with organizational culture (Sobiecki, 2015). They are provided by an organization, team or professional role. In a broader sense, they are understood as benefits for company stakeholders, customers, employees or the community (Heidtman, Piasecki, 2022, p. 15).

The values of an organization determine its survival (Stachowicz-Stanusch, 2007, p. 36), they are also the basis for building healthy and trust-based relationships in teams and throughout the organization (Bursztyn, 2015). They set the direction of action, increasing the efficiency of the organization and the engagement of employees (Bartczak, 2020), although the success and sustainability of an organization is also influenced by many other factors described in literature on management. These include: innovativeness (Baruk, 2013), customer satisfaction (Gołąb-Andrzejak, Badzińska, 2015), trust (Schwabe, 2023), employer branding (Ober, 2016) and leadership (Kopertyńska, 2015). In the 1980s, Peters and Waterman identified 7 sources of organization success (McKinsey 7-S Model), among which they listed “focus on values” (after Cegliński, 2016). Stachowicz-Stanusch (2007) emphasizes that management by values affects the sustainability and effectiveness of the organization for many years, despite dynamic and unpredictable economic, legal and social changes.

Management by values as part of strategic management was described by Dolan and Garcia (1996) as well as Blanchard and O'Connor (1997). although it had first appeared in 1939, when Barnard mentioned that common values unite employees and allow to build complex organizations (after Sobiecki, 2015). In this sense, the natural consequence of the evolution from Management by Instructions (MBI) and Management by Objectives (MBO) was Management by Values (MBV).

Jastrzębska (2020) claims that the crisis of values observed in Poland and around the world over the last 10 years has prompted employers to turn again to MBV. Organizational values common to all employees positively influence cooperation, commitment, achieved goals and trust in the employer (Sobiecki, 2015). Values as the basis of organizational culture make the company stand out on the market and increase its competitiveness (Mycielska, 2020). As the basis for the functioning of the enterprise, they communicate what is most important to the organization and its stakeholders. They answer the following question: “how to act in order to implement the vision according to the mission?” (Mycielska, 2020). Therefore, organizational values are considered in three contexts: as a leadership tool, a management

concept, and as an element of culture. Hence, the following research questions were posed: How is management by values defined in the case of production organizations in high-tech and automotive industries and what methods are used to study them. The aim of the article was to determine the definition of management by values for production organizations in the area of modern technologies and automotive. The first part of the article was prepared based on a critical analysis of the subject literature, serving as an introduction to the concept of MBV. In the second part, a systematic review of the subject literature was carried out using the PRISMA protocol. In the third part, following the critical analysis of selected articles, the research methods used to study MBV are described. The article concludes in a summary with a proposal for further research in this area.

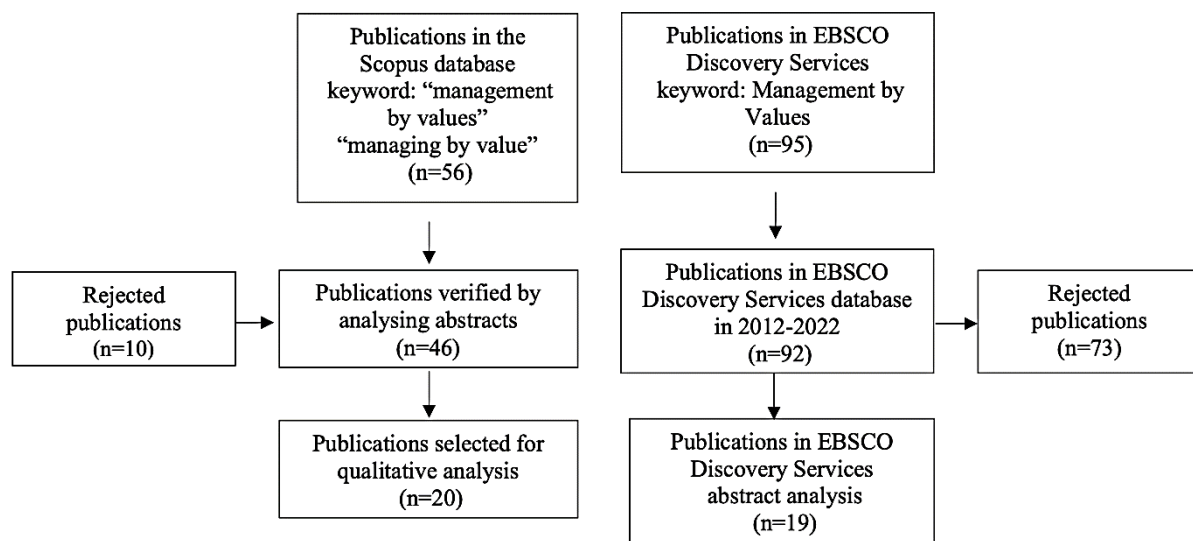
## 2. Management by value in a systematic literature review

In the literature on the subject, the following terms are commonly used: management/managing by values; values-based management, value management, values in business, company values and competence values. Value based management and value management focus on maximizing shareholder value and processes such as creating, managing and measuring value. Therefore, the focus of the article was on management/managing by values as the most fitting for the specified research goal (TITLE-ABS-KEY (“value and management”) AND (LIMITO (SUBJAREA, “BUSI”))). The research was conducted in two main stages, in November and December 2023. The goal of the first stage was to check the universality of existing definitions and their adequacy for production organizations in high-tech and automotive industries. In addition, the goal was to verify whether the lack of an MBV definition for production organizations was a scientific problem. Achieving these goals was possible through a systematic literature review carried out according to the PRISMA protocol (Zupic, Cater, 2015). The aim of the second stage was to find an answer to the question concerning research methods that are most often used in studying MBV. This was achieved through the use of a critical analysis of selected items (Czakon, 2016; Hansel, 2020).

For the systematic analysis, the authors selected literature collected in the Scopus database and in the EBSCO Discovery Services (EDS). These are the most universal databases indexing publications in management sciences. Thanks to their precise search function, they allow for a deliberate analysis of publications from a selected issue both in Polish and foreign literature. The search was limited to open access documents published in English or Polish. It was presumed that these publications would be enough to constitute a good research sample.

In the EDS database, the following search sequence by keyword selection was selected: “zarządzanie przez wartości/management by values” and limited search to databases: Business Source Ultimate and Academic Search Ultimate. Publications were analysed in terms of the

definition of MBV over the years, methods used for research and keywords (due to the large number of results in this database, the search was **limited to 2013**). In the SCOPUS database, key words and abstracts were verified during the selection of articles, qualifying articles for further critical analysis (without any time limitation). The analysis of abstracts allowed to determine that using keywords such as “management by values” and “managing by value” one obtains publications in which the concept of management by values is not used, while values themselves are understood as: creating the value of a product or company (Ozdemir, Gupta, Foroudi, Wright, Eng, 2020) or creating value for the customer (Salleh, Mendes, Mendes, 2019). Figure 1 shows the steps during the first stage of the literature analysis.



**Figure 1.** The process of selecting documents for critical analysis.

Source: own work.

Although MBV has been present in publications for more than 30 years, the search, set up as it was, yielded only 56 items in SCOPUS and only 95 in EBSCO. This means that it is not a popular topic, despite the proven impact of MBV on the effectiveness of the organization and employees. Figure 2 shows the word cloud created from the keywords of the analyzed publications using Voyant Tools (web-based reading and analysis environment for digital texts). The font size reflects the frequency of each word.



**Figure 2.** Frequency of words in the abstracts of the analyzed articles.

Source: Own work (<https://voyant-tools.org/>).

As is evident in Figure 2, organizational values occur in two subject groups in the abstracts of the analyzed articles: those concerning the organization (e.g. organizational, business, company) and those concerning employees (e.g. employees, work, people). The term “value” is linked with organizational culture and performance from a managerial, leadership and strategic perspectives. The abstracts do not indicate the type or kind of organizations in which research was conducted.

### 3. The meaning and definitions of Management by Values

In the analyzed literature, definitions of Management by Values are most commonly found in three meanings (Table 1):

- MBV as an element of organizational culture (Schein,1983; Dolan, Garcia, 1996; Stoner, Wankel,1992; Natale, Sora, 2003; Cameron, Quinn, 2003; Bugdol, 2006; Bursztyn, 2015),
- MBV as an element or foundation of management (Blanchard, O’Connor, 1997, 2012; Jaakson, 2015; Peters, Waterman, 2004),
- MBV as an ethical form of management (Driscoll, Hofmann, 2000).

The second understanding is the one that is the closest to production organizations in high-tech and automotive industries. As a result of the collected definitions and the conducted research, MBV was taken to mean: *standardizing and commonizing all activities (aimed at employees, customers or suppliers) in the organization, based on defined organizational values, supporting the strategic goals of the organization*. MBV is communicated through the company’s strategy, the model of leadership competencies adopted in the company, and management practices and procedures. Therefore, it has an organizational and employee dimension and should be studied using interpretative (qualitative) methods.

**Table 1.**

*Selected meanings of MBV*

Authors	MBV as
E.H. Schein, J.A.F. Stoner & C. Wankel, S.M. Natale & S.A. Sora, K.S. Cameron & R.E. Quinn, M. Bugdol, M. Bursztyn S.L. Dolan & S. Garcia	an element or the foundation of organizational culture; management of organizational culture; a tool to support the implementation of changes
K. Blanchard & M. O’Connor, K. Jaakson, T. Peters & R.H. Waterman	a holistic management concept for a common purpose, management activities; an element of management – the consistency of the company’s values with the values of its employees
C.A. O’Reilly & J.A. Chatman, D. Driscoll, W.M. Hofmann	identifying and promoting values and standards; an instrument and ethical form of management

Source: own work.

Herman and Konopka (2013) point to the growing importance of combining three research areas: MBV, Sustainable Development and Corporate Social Responsibility. Bartczak (2020) notes that many organizations remained at the stage of management by objectives rather than become ready to discuss MBV. The main barrier is the lack of understanding by the management of the meaning of such a change in management and the lack of readiness to start the process of change. In theoretical considerations, Bartczak also presents a number of benefits for the organization and its beneficiaries: employees, managers, customers, suppliers and owners of the company. Cegliński (2016) emphasizes the importance of values as an intangible asset of the organization that affects the competitiveness of the company.

#### **4. Methods of studying Management by Values in organizations**

Based on a critical analysis of the subject literature, the methods used to study MBV in organizations were analyzed. Piwowar-Sulej and Mroziewski (2020) present literature studies and describe the method of longitudinal case study: participant observation, documentation analysis, internal reports and interviews with board members and selected employees. Using S. Lachowski's "My way of values" model, they summarize the effectiveness of implementing MBV in the organization, emphasizing the need for further research in this area. Salas-Vallina, Gil-Bort, Fernandez-Guerrero (2023) conducted a study aimed at conceptualizing and developing the Health Care Value Inventory (HEVAIN). To this end, they examined key organizational values at different levels of the organization, with the research sample comprised of 535 health professionals. In the next step, they validated the measurement scale based on three axes: ethical-social values, practical values (economic and pragmatic) and poetic (emotional) values. Mikołajczak (2023), on the other hand, put forward hypotheses in which he linked the success of non-governmental organizations with management by values. He obtained the data for analysis from the Klon/Jawor Association, which in 2016 commissioned Kantar Millward Brown to conduct a nationwide survey on a representative sample of 1300 NGOs. The success of organizations was considered in such categories as: financial standing, level of cooperation with local government authorities, quality of services, impact of the organization on solving key problems and ethics of the management staff. The study identified key organizational values (especially ethical values) affecting the success of NGOs.

Bell-Laroche, MacLean, Thibault, and Wolfe (2014) analyzed how leaders of sports organizations use organizational values in management, and what benefits this entails. They interviewed 11 sports leaders from 9 NGOs. As a result, they developed principles describing how sports organizations can go through the different stages of strategic use of values in management practice. Analyzing the impact of organizational values on the competencies of managers, Gorenak and Ferjan (2015) focused on two theories: personality-

job fit and personality-organizational fit. The authors linked organizational values with organizational competencies and culture and proposed a questionnaire. Based on a sample of 388 respondents, Gorenak and Ferjan demonstrated a direct correlation between organizational values and respective patterns of behaviour of managers. Analyzing MBV in the context of employee engagement, Górnjak (2015) cites examples of organizations implementing this management model. But these are theoretical considerations; it seems that comparing the declaration of implementation of management by values with the results of satisfaction and engagement surveys could be an interesting direction of research.

In their work, S.L. Dolan and S. Garcia show the evolution in management: from management through instruction (MBI), through management through objectives (MBO), to management by values (MBV) (2012). They emphasize that in a changing environment, management by values is the right choice. Altuntaş, Harmanci, Alaçam, Baykal (2022) proved that the perception of management by values positively influenced nurses' perception of organizational justice, but not the desire for change. Michalewski and Smal (2023) point out that due to the challenges in the functioning of organizations over the years, it is worth considering changes in the management style toward value-based management. The article is based on the knowledge and experience gained by the authors while serving in the military. The authors have also identified principles that should be followed in value-based leadership. Landstad, Vinberg, Rahme, Vigren, Hagqvist (2022) conclude from their research that by applying management by values, small business owners promote good psychosocial working conditions in their enterprises. The authors based their conclusions on structured interviews conducted with nine Swedish small business owners.

To sum up, the research quoted above refers to health care workers and organizations, managers, owners of small companies, NGOs or sports organizations. We identified no studies dedicated to production organizations in high-tech and automotive industries.

The vast majority of the analyzed texts used standardized research tools (questionnaires). However, the understanding of organizational values is different for managers and employees; it also differs across different organizations. Therefore, more mixed studies should be used to research MBV: qualitative-quantitative or quantitative-qualitative. In the first case, starting from a case study, you can first isolate organizations and their values for research, and then use a standardized tool to check how these organizations implement MBV. In the second case, the standardized tool should be used first, which will gather as much common information as possible. Then, using case studies or in-depth interviews, the MBV processes should be specified. Such a mixed approach allows for a comprehensive examination of MBV.

## 5. Discussion and limitations

The conducted literature study was not free from the imposed limitations. First of all, only texts available in English or Polish and indexed in databases selected for analysis were considered. There may be important publications in national languages in other databases. Monographs, which rarely appear in such databases, especially in the open access formula, have not been analyzed either.

Secondly, the research from the beginning focused on the keywords we had selected, and we limited ourselves to looking for their context in organisational management. This means that the organizational (management) perspective was the most important. Therefore, a significant number of publications related to related issues were ruled out at the outset.

Thirdly, the purpose of the study was rather narrowly defined. It was assumed that since this is a concept known for a long time in literature, there would be a lot of publications for analysis. This assumption, however, proved to be wrong. In the future, the analysis should be extended to other theoretical concepts related to MBV (including e.g. trust management, liability management, value management). This will allow to determine the degree of impact of MBV on particular areas of organizational activity and overcome barriers to the implementation of MBV in production organizations in high-tech and automotive industries.

## 6. Conclusions

In Polish literature there are more and more articles concerning MBV, however, these are largely theoretical considerations. In foreign literature, you can see publications describing researching MBV, which concern health care, NGOs and to a small extent also business. There is no research on production organizations in high-tech and automotive industries.

In the case of the research methods used, the quantitative approach with standardized tools prevails in the analyzed texts. There is little use of the qualitative approach, which should be combined with the unique values of the organization, show its advantage and emphasize its uniqueness. In addition, even if organizations use values with the same names, such as trust, responsibility, respect, the understanding of these values by employees varies. There are also different provisions in the strategies of these organizations (this will be the subject of further research). Therefore, in the future, we are planning to develop a tool combining a mix-methods approach, especially quantitative and qualitative, which will allow to identify common and characteristic elements of the MBV concept. At the same time, it will allow to indicate the unique characteristics/behaviours of the organization applying them.



In the content of the analyzed texts, many authors emphasized the relationship of MBV with motivation and commitment of employees, effectiveness of the organization, image building and integration of organizational values into models of managerial competence. This will also be the direction for further exploration.

The results of the obtained research helped to clarify the research problem. Although there are many publications on MBV in Polish and international databases, there is still no conclusive definition that would support strategic management processes in production organizations in high-tech and automotive industries. There is also no systematic research in this area, the utilitarian effects of which could be used in various organizations (including production organizations).

Although the article managed to achieve the intended goal and get answers to the research questions posed, the topic was not fully exhausted. The concept of MBV (Management by Values) is complex and should be unique and at the same time characteristic for a specific type of organization. Hence, the article is intended to be an inspiration for further research and polemical discussions enabling the development of the MBV concept in theory and practice.

## References

1. Altuntaş, S., Harmanci, Seren, AK., Alaçam, B., Baykal, Ü. (2022). The relationship between nurses' personality traits and their perceptions of management by values, organizational justice, and turnover intention. *Perspect Psychiatr Care*, 58(3), pp. 910-918.
2. Bartczak, M. (2017). Korzyści dla przedsiębiorstwa wynikające z wdrożenia zarządzania przez wartości. *Zarządzanie Zasobami Ludzkimi*, 5(118), *Kooperacja, współpraca, przyjaźń [Collaboration, Cooperation & Friendship]*, pp. 27-37.
3. Bartczak, M. (2020). Proces wdrażania zarządzania przez wartości jako reakcja firma na rosnące wymagania rynku. *Zeszyty Naukowe Wyższej Szkoły Humanitas. Zarządzanie*, pp.77-89.
4. Baruk, J. (2013). Innowacje jako czynnik sukcesu organizacji. *Zarządzanie i finanse*, 1(4), pp. 7-16.
5. Bell-Laroche, D., MacLean, J., Thibault, L., Wolfe, R. (2014). Leader Perceptions of Management by Values Within Canadian National Sport Organizations. *Journal of Sport Management*, 28(1), pp. 68-80, doi:10.1123/jsm.2012-0304.
6. Blanchard, K., O'Connor, M. (1998). *Zarządzanie poprzez wartości*. Warszawa: Studio Emka.
7. Bugdol, M. (2006), *Wartości organizacyjne*. Kraków: Wydawnictwo Uniwersytetu Jagiellońskiego.

8. Bursztyn, M. (2015), Wartości organizacyjne a zaangażowanie pracowników. *Zesz. Nauk. UEK*, 8(944), 91-99, doi:10.15678/ZNUEK.2015.0944.0808.
9. Cameron, K.S., Quinn, R.E. (2003). *Kultura organizacyjna – diagnoza i zmiana. Model wartości konkurujących*. Kraków: Oficyna Ekonomiczna.
10. Cegliński, P. (2016). Wartości organizacyjne jako czynnik sukcesu przedsiębiorstwa. *Acta Universitatis Nicolai Copernici. Zarządzanie*, 43(1), pp. 127-138, doi:10.12775/aunc\_zarz.2016.009.
11. Czakon, W. (2016). Metodyka systematycznego przeglądu literatury. In: W. Czakon (ed.), *Podstawy metodologii badań w naukach o zarządzaniu* (pp. 119-139). Warszawa: Wydawnictwo NieOczywiste.
12. Dolan, S. (2012). Managing by Values: The leadership spirituality connection. *People and Strategy*, 35(4), pp. 21-26.
13. Dolan, S. (2016). Simon Dolan: managing by values – if you are not spiritual, how can you inspire? *Management Research: The Journal of the Iberoamerican Academy of Management*, vol. 14, no. 2, pp. 188-207.
14. Dolan, S.L., Garcia, S. (1999). Managing by values in the next Millennium. *The Journal of Management Development*, 21, 2. ABI/INFORM Global, doi:10.2139/ssrn.237628.
15. Driscoll D., Dolan, W.M., Garia, S. (2002). *Salvador The Journal of management development*, Vol. 21, Iss. 2, pp. 101-117.
16. Flamholtz, E.G., Randle, Y. (2018). *Kultura firmy*. Warszawa: ICAN Institute.
17. Gołąb-Andrzejak, E., Badzińska, E. (2015). Satysfakcja klientów jako źródło sukcesu organizacji-studium przypadku. *Marketing i Zarządzanie*, pp. 81-91.
18. Gorenak, M., Ferjan, M. (2015). The influence of organizational values on competencies of managers. *E+M Ekonomie a Management*, 18(1), pp. 67-83.
19. Górniak, L. (2016). Zarządzanie przez wartości jako metoda angażowania pracowników. *Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie*, 8(944), pp. 101-116, doi: 10.15678/ZNUEK.2015.0944.0809.
20. Hansel, P. (2020). *Systematyczny przegląd literatury w naukach o zarządzaniu i jakości*. Warszawa: Wydawnictwo Naukowe Wydziału Zarządzania Uniwersytetu Warszawskiego.
21. Heidtman, J., Piasecki, P. (2022). *Sensotwórczość*. Warszawa: MT Biznes sp. z o.o.
22. Hofmann, B. (2000). *Ethics matters. How to implement values-driven management*. Waltham: Center for Business Ethics, Bentley College.
23. Jaakson, K. (2010). Management by values: are some values better than others? *The Journal of management development*, Vol. 29, Iss. 9, pp. 795-806, doi:10.1108/02621711011072504.
24. Jastrzębska, E. (2020). Wartości organizacyjne wybranych firm w Polsce. *Studia Ecologiae et Bioethicae*, 18(2), pp. 43-55, doi:10.21697/seb.2020.18.2.04.

25. Konopka, D., Herman, A. (2013). Zarządzanie przez wartości drogą do zrównoważonego i społecznie odpowiedzialnego rozwoju. *Zeszyty Naukowe Uniwersytetu Szczecińskiego Finanse, Rynki Finansowe, Ubezpieczenia*, pp. 33-140.
26. Kopertyńska, M.W. (2015). Przywództwo w organizacji czynnikiem sukcesu. *Acta Universitatis Wratislaviensis*, 3695, pp. 253-261.
27. Kowalczyk, S. (1986). Filozoficzne koncepcje wartości. *Collectanea Theologica*, 56/1, pp. 37-51.
28. Landstad, B.J., Vinberg, S., Rahme, A., Vigren, G., Hagqvist, E. (2022). Management by values: A qualitative study of how small business owners in the cleaning sector view and implement their employer responsibilities with respect to occupational safety and health management. *Safety Science*, Vol. 148, doi: 10.3390/bs13090721.
29. Lewicka, H. (2014). Wartości jako kluczowe pojęcie w dziedzinie nauk ekonomicznych. *Społeczeństwo i Ekonomia*, no. 2.
30. Macnar, A. (2020). *Employer branding bez tajemnic*. Warszawa: Według Marki.
31. Michalewski, G., Smal, T. (2023). Managing an Organization Through Leadership Based on the Values. *European Research Studies Journal*, Vol. XXVI, Iss. 1, pp. 82-93, doi: 10.35808/ersj/3098.
32. Mikołajczak, P. (2023). What organizational values drive NGOs to be successful? Evidence from Polish non-governmental organizations (NGOs) and the theory of management by values. *Management*, 28(1), pp. 105-121, doi:10.30924/mjcmi.28.1.7.
33. Miluska, J. (2021). Prawda i wartości w psychologii. *Psychologia Rozwojowa*, 26(3), pp. 29-37.
34. Moczydłowska, J. (2023). *Zarządzenie Zasobami Ludzkimi*, 150(1), pp. 1-133.
35. Mycielska, M. (2020). *Praktyczny podręcznik zarządzania kulturą firmy*. Warszawa: ICAN Institute.
36. Ober, J. (2016). Employer branding—strategia sukcesu organizacji w nowoczesnej gospodarce. *Zeszyty Naukowe Organizacja i Zarządzanie*. Politechnika Śląska.
37. Ozdemir, S., Gupta, S., Foroudi, P., Wright, L.T., Eng, T.Y. (2020). Corporate branding and value creation for initiating and managing relationships in B2B markets. *Qualitative Market Research: An International Journal*, 23(4), pp. 627-661, doi: 10.1108/QMR-12-2017-0168.
38. Piwowar-Sulej, K., Mroziewski, R. (2020). Management by Values: a Case Study of a Recruitment Company. *International Journal of Contemporary Management*, 19, pp. 29-60, doi: 10.4467/24498939IJCM.20.002.12667.
39. Salas-Vallina, A., Gil-Bort, F., Fernandez-Guerrero, R. (2023). Managing by values in healthcare: Development and validation of the health care values inventory measurement scale. *International Journal of Health Planning and Management*, 38(1), pp. 105-128, doi: 10.1002/hpm.3565.

40. Salleh, N., Mendes, F., Mendes, E. (2019). *A systematic mapping study of value-based software engineering*. 45th Euromicro Conference on Software Engineering and Advanced Applications (SEAA), IEEE, pp. 404-411, doi: 10.1109/SEAA.2019.00067.
41. Schwabe, M. (2023). Zaufanie jako niezbędny element funkcjonowania organizacji. *Studia i Prace Kolegium Zarządzania i Finansów*, 189, pp. 113-131, doi: 10.33119/SIP.2023.189.7.
42. Sobiecki, G. (2015). Koncepcja zarządzania przez wartości. *Studia i Prace Kolegium Zarządzania i Finansów SGH*, 145, pp. 9-31.
43. Stachowicz-Stanusch, A. (2007). *Potęga wartości: Jak zbudować nieśmiertelną firmę*. Gliwice: Helion.
44. Turner, J.H. (1998). *Socjologia. Koncepcje i ich zastosowanie*. Poznań: Zysk i S-ka.
45. Zbieg, A., Kudelko, J., Juzyk, A., Zaremba, L. (2015). Wartości jako element zarządzania przedsiębiorstwem wydobywczym. Model i kwestionariusz jako metoda pomiaru. *Nauki o Zarządzaniu*, 2(23), pp. 127-146.
46. Zhang, X., Austin, S., Glass, J. (2006). *Linking individual and organizational values: a case study in UK construction*. Leicestershire, UK: Department of Civil and Building Engineering, Loughborough University.
47. Zupic, I., Cater, T. (2015). Bibliometric methods in management and organization. *Organ. Res. Methods*, 18(3), pp. 429-472.