


Understanding the Influence of the University's Values on Staff Performance: A Conceptual Study



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ABSTRACT

This paper studies related literature on the concept of university values and their influence in ensuring staff performance is improved. Concepts such as culture and corporate identity are considered to be fundamentally dependent on institutional ideals. Institutional values refer to elements such as the establishment of corporate governance, interactions with external stakeholders, adherence to ethical conduct, and execution of institutional performance. Furthermore, institutional values are intricately linked to various institutional characteristics, activities, orientations, and results. The research is qualitative and used a conceptual methodology. The objective of this study was to examine the influence of university values on individual staff performance. The data collected were obtained from a compilation of several research papers that specifically examined the impact of values on personnel performance. An analysis of key themes arising from the literature was conducted thematically. The themes of the study encompassed accountability, openness, honesty, academic freedom, quality, and professionalism. The study unveiled that a workplace culture fosters and empowers people to consistently provide their utmost efforts and innovative ideas to their work conducive to both personal development and effective organisational performance.

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INTRODUCTION

Institutions of higher education are dynamic entities that adapt to external social and political influences, as well as the evolving demands of their students and faculty. Facilitating a harmonious and supportive environment can be difficult during times of transition and volatility. Implementing a common set of principles can facilitate the development of a unified culture that is in harmony with the objective of the organisation. Educational institutions that synchronise their declared values with the criteria, behaviors, and rewards that facilitate successful leadership development and advancement ensure that all members of the institution are aware of their obligations and the standards by which their performance will be evaluated. The researchers observed that numerous staff members had challenges in integrating institutional principles into their professional responsibilities. As a result, this hindered the staff's ability to meet performance obligations. Motivated by this problem, the researchers initiated a study to examine the influence of institutional values on the performance of the working crew.

In the contemporary corporate landscape, organisations are becoming more preoccupied with their values as the fundamental basis upon which they establish their corporate endeavors.¹ In contemporary times, every organisation, irrespective of its emphasis on clients, staff, environment, or

¹ T. Ryan Byerly, "The Values of Intellectual Transparency," *Social Epistemology* 37, no. 3 (2023): 290–304.

certain elements of business such as innovation, security, or justice, articulates its core values that regulate its fundamental operations. The corporate sector has increasingly recognised the significance of values, largely as a strategy to outperform competitors.² Dlamini and Dlamini contend that institutions typically incorporate externally produced values into their business model and create prospective customer value by engaging in activities such as sophisticated processing and distribution.³ According to Schoeman and Chakwizira, institutional values refer to the behaviors that reflect the personal values of the staff, the collective values established by a group of staff members, the values officially acknowledged by the institution, the values ingrained in its structures and processes, and the values promoted by senior management.⁴ Endorsed principles play a crucial role in defining the general operation of the organisation and in inspiring particular conduct from its staff. In essence, they conform to established business codes that include codes of ethics, codes of practice, and corporate ethics statements released by organizations that could influence ethical conduct and performance.⁵

Throughout history, values have continuously played a pivotal role in the lives of individuals and serve as the fundamental principles that guide all relationships. Individuals, upon enrolling in a given institution, bring not only their knowledge, skills, and aspirations, but also the personal values they have already cultivated.⁶ In the absence of clear statements, values are inferred from the observable conduct of the organisation.⁷ In contrast, if ideals are not adhered to, trust is undermined. Organisations that rarely express their values often lead to ambiguity among staff on the basic ideas and beliefs of the organisation. However, it is important to acknowledge that not all institutions establish or advocate for a value statement.⁸ Although numerous organisations have articulated vision, mission, and value statements, the veracity of these statements can be a topic of contention. Subject-oriented values, formerly ambiguous and wide-ranging, have recently been refined to emphasise two specific elements: free will and the manifestation of society through the interplay of individual liberty.⁹ As asserted by Martins & Coetzee, these values are not constrained by any fundamental or predetermined assumptions.¹⁰ Values may be determined, left subject to uncertainty, or remain inactive. Although studies claim that staff motivation is based on values rather than personal profit, these studies cannot substantiate their claim. Since values are discretionary and not obligatory, some people may decide to express their values even if these values are dormant, eclipsed by other considerations, or unlikely to provide the anticipated outcomes. Mathebula and Barnard argue that NGOs may encounter challenges when they possess robust beliefs, as they tend to draw enthusiastic individuals driven by their intrinsic values.¹¹

Sigurdsson argues that the absence of a precise delineation of values restricts the potential of a thorough analysis of social interactions and communication to enhance the various facets of the human experience.¹² Although organisations depend on many resources, including human, financial, and physical assets, the existence of a well-defined vision, purpose, and value statement greatly influences

² Sindisiwe Benedita Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention," *Journal of Management & Administration* 17, no. 1 (2023): 1–18.

³ Nkosinathi Goodman Dlamini and Nothando Delight Dlamini, "Understanding the Well-Being Challenges Confronting Academic Staff in South African Universities: A Narrative Review," *Discover Education* 3, no. 1 (2024): 9.

⁴ Ilse Schoeman and James Chakwizira, "Advancing a Performance Management Tool for Service Delivery in Local Government," *Administrative Sciences* 13, no. 2 (2023): 31.

⁵ Rida Nauman and Ayesha Qamar, "The Impact of Ethical Leadership on Employee Productivity," *Journal of Management and Human Resource (JMHR)* 1 (2018): 66–84.

⁶ Roman A Lewandowski and Giuseppe T Cirella, "Performance Management Systems: Trade-off between Implementation and Strategy Development," *Operations Management Research* 16, no. 1 (2023): 280–95.

⁷ D.H. Kim and K.T. Kim, "The Influence of Ethical Leadership on Environmental Organisational Culture and Green Performance," *The Table and Food Coordinate Society of Korea* 18, no. 1 (2023): 55–72.

⁸ Damianus Abun et al., "Corporate Transparency Practices in the School Management and Work Engagement of Employees, in the Ilocos Region, Philippines," *AAPPS Bulletin* 11, no. 10 (2020): 176–95.

⁹ Humphrey Bourne, Mark Jenkins, and Emma Parry, "Mapping Espoused Organizational Values," *Journal of Business Ethics* 159 (2019): 133–48.

¹⁰ Nico Martins and Melinde Coetzee, "Staff Perceptions of Organisational Values in a Large South African Manufacturing Company: Exploring Socio-Demographic Differences," *SA Journal of Industrial Psychology* 37, no. 1 (2011): 1–11.

¹¹ Benedict Mathebula and Brian Barnard, "The Factors of Delegation Success: Accountability, Compliance and Work Quality," *Expert Journal of Business and Management* 8, no. 1 (2020).

¹² Johann A Sigurdsson, Anders Beich, and Anna Stavdal, "Our Core Values Will Endure," *Scandinavian Journal of Primary Health Care* (Taylor & Francis, 2020).

the attainment of corporate objectives and goals. The aforementioned statements play unique and significant functions within the strategic planning process.¹³ A value statement is a formal statement that communicates the top priorities and core values of a business to both clients and staff. It also outlines the organisation's prescribed code of conduct.¹⁴ Regardless of their classification as private, public, or non-governmental organisations (NGOs), organisations invariably have a well-defined set of values. Although organisations may not expressly state their beliefs, they nevertheless use them to guide their activities.¹⁵ Hence, the principles upheld by a university serve as the foundation for the decision-making process, strategic planning, and interpersonal interactions among the staff members of a university and its stakeholders.¹⁶

University values embody the fundamental principles and beliefs that are of significance for the institution and its people. The fundamental university values of a corporation are derived from senior leaders within the organisation. Institutional values are not inherently contingent on the nature of the firm or industry and can exhibit significant variation even among firms engaged in comparable activities.¹⁷ Scholars specialising in institutional values argue that universities that deviate from their fundamental principles may not achieve the same level of performance as those that strictly follow them.¹⁸ Yet, for many universities, a strict commitment to their fundamental principles is an aspiration rather than a practice. The university values of Higher Education Institutions (HEIs) are often documented and disseminated through the institution's website, annual report, and internal communications.¹⁹ The primary objective of this article is to assess the notion of university values and their impact on the performance of staff members.

The study is structured as follows: it begins with presenting an overview of the university's values regarding staff performance. In the following analysis, the researchers evaluate the relevant literature on the conceptualisation of values and the importance of values. Furthermore, it analyses the mechanisms by which the values of the school influence the performance of the staff. In conclusion, the study describes the research methods used to collect and analyse data to obtain significant and remarkable findings. Incorporating organisational theory as a theoretical framework, this study enhances our understanding of how values influence the performance of staff members, therefore contributing to the existing knowledge. The paper proposes the incorporation of values into the everyday tasks of staff members to improve their job performance.

LITERATURE REVIEW

Organisational values play a vital role in shaping the behavior and communications of individuals within the organisation, thereby influencing its overall success. The objective of this literature analysis is to provide a comprehensive examination of corporate culture and underscore its importance in shaping employee performance.

Organisational Values

According to Byerly, value can be defined as a collection of commonly accepted and authoritative concepts that dictate appropriate conduct and intended results.²⁰ It is widely acknowledged that the value construct is a vital foundation for understanding the goals and preserving the values of organisations.²¹

¹³ Esmond N Kuuyelleh, Mohammad Alqahtani, and Emmanuel Akanpaadgi, "Exploring Academic Staff Retention Strategies: The Case of Ghanaian Technical Universities," *SA Journal of Human Resource Management* 20 (2022): 1975.

¹⁴ J. W. Kanter, A. M. Busch, and L. C. Rusch, *Behavioral Activation: Distinctive Features* (Routledge/Taylor & Francis Group, 2009).

¹⁵ M. Armstrong and S. Taylor, *Armstrong's Handbook of Human Resource Management Practice* (London: Kegan Page, 2020).

¹⁶ Y Alhosani et al., "Academic Excellence: Key Factors and Review of World-Class Institutions," *Kurdish Studies* 11, no. 2 (2023): 2023–35.

¹⁷ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

¹⁸ A Saidi, "Enhancing Academic Success through the Involvement of Students in Quality Assurance and Promotion in Higher Education: A Synopsis," *South African Journal of Higher Education* 34, no. 5 (2020): 1–19.

¹⁹ Kuuyelleh, Alqahtani, and Akanpaadgi, "Exploring Academic Staff Retention Strategies: The Case of Ghanaian Technical Universities."

²⁰ Byerly, "The Values of Intellectual Transparency."

²¹ Schoeman and Chakwizira, "Advancing a Performance Management Tool for Service Delivery in Local Government."

Organisational values encompass the shared principles and beliefs that an entire organisation upholds, cherishes, and regards as having intrinsic value.²² Values are socially-oriented concepts that define the attributes of organizational entities, shape collective conduct, and distinguish one institution from another.²³ Values refer to cognitive frameworks that direct decision-making by eliciting a basic sense of moral rightness and wrongness.²⁴ Values are defined in contrast to concrete interests or self-centered desires.²⁵ Values are distinguished by rigorous deliberation rather than hasty decision-making and are selected voluntarily rather than enforced. Arieli, Sagiv, and Roccas argue that values are of paramount importance in the direction of institutions.²⁶ Values manifest at various levels, establishing what is considered traditional, worthy, and appropriate for individuals, communities, institutions, and nations. Nzimande et al argue that values play a crucial role in enhancing the capacity of an organisation and its management strategy, exerting a substantial cultural impact.²⁷

The Importance of Organisational Values

Strategically defined fundamental values serve as guiding principles across the entire organisation.²⁸ Acknowledging core principles and acting on them form the foundation for transparency and promote the development of trust. Institutions define their identity through their core values.²⁹ The values function to define explicit expectations for the stakeholders of the organisation. Organisational stakeholders refer to persons who are presently or potentially affiliated with the organisation, including staff members, customers, volunteers, students, and any other groups that engage with the organisation.³⁰ Organisational values outline the fundamental concepts, establish the standards for behavior, and assist leaders in making decisions. Overall, values function to elucidate the fundamental principles that govern all individuals involved in transactions with or seeking the services of the organisation.³¹ Maintaining a robust ethical framework offers a sure foundation for companies as they negotiate both minor and significant transformations. It improves the probability of attaining success and influences the form and quality of significant interactions with stakeholders.³² Values serve a paramount ethical function and allow the organisation to advance toward achieving its mission, especially during periods of conflict and disagreement.³³ Insufficient or nonexistent studies have been conducted in South African universities on the influence of values on staff performance. A study undertaken by Nzimande et al examined the

²² George Mutuma, Abel Moguche, and Fredrick Mutea, "Effect of Organizational Values on Employee Productivity in Public Universities in Mt. Kenya Region," *Human Resource and Leadership* 2, no. 1 (2022): 1–9.

²³ Yuan Zhi Fei and Li-Chu Tien, "The Influence Of Work Values And Work Engagement On Improving The Work Performance Of Young Teachers In Universities," *Journal of Law and Sustainable Development* 12, no. 2 (February 6, 2024): e2585, <https://doi.org/10.55908/sdgs.v12i2.2585>.

²⁴ Mohamed Salih Yousif Ali and Abdel Hafiez Ali Hasaballah, "Assessing the Effect of Organizational Cultural Values and Employees Engagement on Performance Excellence," *International Journal of Management* 11, no. 4 (2020).

²⁵ S. Singh and B.B. Singla, "Impact of Workplace Culture on Teachers' Performance in Higher Education Institutions," *Journal of Informatics Education and Research* 3, no. 2 (2023): 216–25.

²⁶ Sharon Arieli, Lilach Sagiv, and Sonia Roccas, "Values at Work: The Impact of Personal Values in Organisations," *Applied Psychology* 69, no. 2 (2020): 230–75.

²⁷ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

²⁸ Bongephiwe Dlamini-Myeni and Samkelisiwe Mbokazi, "Ubuciko Bomlomo: Wedding Songs as an Effective Means of Communication and Education among The Zulu People," *E-Bangi Journal of Social Science and Humanities* 21, no. 1 (2024), <https://doi.org/10.17576/ebangi.2024.2101.35>.

²⁹ Abun et al., "Corporate Transparency Practices in the School Management and Work Engagement of Employees, in the Ilocos Region, Philippines."

³⁰ Mutuma, Moguche, and Mutea, "Effect of Organizational Values on Employee Productivity in Public Universities in Mt. Kenya Region."

³¹ Arieli, Sagiv, and Roccas, "Values at Work: The Impact of Personal Values in Organisations."

³² Alhosani et al., "Academic Excellence: Key Factors and Review of World-Class Institutions."

³³ Saidi, "Enhancing Academic Success through the Involvement of Students in Quality Assurance and Promotion in Higher Education: A Synopsis."

perspectives of the personnel on organisational values in a prominent South African HEI.³⁴ The objective of the study was to examine any inconsistencies influenced by socio-demographic variables.³⁵

Types of Organisational Values

The next section outlines three clearly defined classifications of organisational values: lived, aspirational, and accidental values.³⁶ Supervisors and peers should proactively demonstrate and, more importantly, recognise and encourage the observance of the principles that are implemented. Failure to effectively manage these distinct sets of values can result in their potentially conflicting with one another.³⁷ Examine, for instance, the significance of "collaboration." When leaders prioritise individual performance above teamwork, there exists a discrepancy between the actual focus on individual success and the professed importance of collaboration.³⁸ Moreover, the term "innovation" might serve as a representation of a highly desired core value. Innovation can accelerate the progress of a program toward several goals and promote a culture that valorises a constructive acceptance of the potential for failure.³⁹ Organisational aspirational values are related to the deficiencies in the institution in fulfilling the future requirements for achievement and long-term viability.⁴⁰ Unintentional values can arise spontaneously and without prior prediction. The simultaneous recruitment of a large number of new faculty members can result in unanticipated repercussions.⁴¹

Pathways in which the School Values Influence Staff Performance

Cascading Accountability

It is well acknowledged that implementing accountability measures among employees is a highly effective approach to workforce management.⁴² To foster accountability, public organisations have adopted a range of strategies, including providing incentives and penalties, establishing reporting mechanisms, employing measurement and evaluation systems, and creating clear job descriptions and rules.⁴³ Define individual accountability as the belief, whether explicitly expressed or inferred, that one may be obligated to justify their thoughts, feelings, and actions to others, and that presenting compelling arguments will lead to positive results.⁴⁴ This essay will consistently use the term "employee accountability" to expressly denote individual employees within organisations. Nevertheless, there will be an exception, particularly when considering the original empirical studies. In such instances, the study shall prioritise the precise nomenclature of the topic employed in the study. In his work published in 2008, Whitty emphasises four key elements of accountability: (a) involvement, (b) evaluation, (c) transparency, and (d) feedback channels. Participation refers to the strategic involvement of stakeholders in the decision-making and execution processes of an institution. Evaluation enables the institution to review and gain knowledge from their experiences. The concept of transparency refers to how an

³⁴ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

³⁵ Martins and Coetzee, "Staff Perceptions of Organisational Values in a Large South African Manufacturing Company: Exploring Socio-Demographic Differences."

³⁶ Schoeman and Chakwizira, "Advancing a Performance Management Tool for Service Delivery in Local Government."

³⁷ Bourne, Jenkins, and Parry, "Mapping Espoused Organizational Values."

³⁸ Y. Kim, "Bridging Transnational Funds of Knowledge into Classrooms: A Narrative Inquiry of a Korean Migrant Becoming a Teacher of Newcomer Students," *Diaspora, Indigenous, and Minority Education* 17, no. 4 (2023): 299–316.

³⁹ Nauman and Qamar, "The Impact of Ethical Leadership on Employee Productivity."

⁴⁰ Lewandowski and Cirella, "Performance Management Systems: Trade-off between Implementation and Strategy Development."

⁴¹ Yousif Ali and Hasaballah, "Assessing the Effect of Organizational Cultural Values and Employees Engagement on Performance Excellence."

⁴² Kim, "Bridging Transnational Funds of Knowledge into Classrooms: A Narrative Inquiry of a Korean Migrant Becoming a Teacher of Newcomer Students."

⁴³ Yousueng Han and James L Perry, "Conceptual Bases of Employee Accountability: A Psychological Approach," *Perspectives on Public Management and Governance* 3, no. 4 (2020): 288–304.

⁴⁴ Elizabeth Sheedy and Dominic S. B. Canestrari-Soh, "Does Executive Accountability Enhance Risk Management and Risk Culture?," *Accounting & Finance* 63, no. 4 (December 30, 2023): 4093–4124, <https://doi.org/10.1111/acfi.13087>.

organisation facilitates the availability of information on its activities and objectives. Feedback mechanisms refer to the methods used by an institution to solicit opinions and criticism of its programs.⁴⁵

Previous studies have shown that employee accountability has a substantial impact on several job outcomes in private firms.⁴⁶ The outcomes included in this study are employer satisfaction, employee engagement, motivation, job performance, organisational citizenship behavior, and ethical behavior.⁴⁷ The study of employee accountability has attracted considerable attention in public administration to improve the capacity to predict individual results. Previous studies on this topic have been conducted by Jashari and Pepaj and, Byerly.⁴⁸ The limited understanding of employee accountability can be attributed to the absence of dependable metrics for evaluating this phenomenon.⁴⁹ More precisely, prior research has used simplistic metrics that do not accurately include all of the many conceptual aspects of personal responsibility. Employees who voluntarily and intentionally achieve desired outcomes are more likely to develop personal ownership of their actions.⁵⁰ By opting to become members of an organisation, individuals undertake a collective responsibility, which encompasses striving toward the primary goal of the group.⁵¹ Employees have a strong feeling of accountability in the workplace when they are allocated defined responsibilities that are exclusively theirs, and it is expected of them to follow the established standards of the company.⁵² When assuming a leadership role, an individual may feel a sense of obligation even in the absence of active involvement.

Establishing Transparency

Hadziahmetovic and Salihovic contend that the promotion of transparency fosters employee involvement through the development of trust and confidence.⁵³ In the context of organisational values, transparency refers to the deliberate act of a corporation to share information and the active participation of its employees in obtaining and distributing information in a manner that is honest, substantial, and thorough.⁵⁴ Furthermore, it entails the accountability of corporations for their commercial actions and policies.⁵⁵ The authors believe that transparency essentially entails the prompt disclosure of information to individuals who lack understanding, while simultaneously guaranteeing the accuracy and clarity of said information. Transparency is the condition of being candid, truthful, and straightforward about the operations of various corporate entities.⁵⁶ To ensure transparency, management should be ready to grant stakeholders access to its financial data, transaction logs, and other operational activities.⁵⁷ Implementing it enables stakeholders to have confidence in the company's decision-making process.⁵⁸ A growing

⁴⁵ Schoeman and Chakwizira, "Advancing a Performance Management Tool for Service Delivery in Local Government."

⁴⁶ Damianus Abun and Libertine Gertrude Ruadap-Macaspac, "Transparency Practice and Work Engagement: School Context," *Divine Word International Journal of Management and Humanities* 2, no. 1 (2023): 102–19.

⁴⁷ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

⁴⁸ Murat Jashari and Islam Pepaj, "The Role of the Principle of Transparency and Accountability in Public Administration," *Acta Universitatis Danubius. Administratio* 10, no. 1 (2018); Byerly, "The Values of Intellectual Transparency."

⁴⁹ John R. Petet et al., "Accountability as a Virtue in Medicine: From Theory to Practice," *Philosophy, Ethics, and Humanities in Medicine* 18, no. 1 (March 22, 2023): 1, <https://doi.org/10.1186/s13010-023-00129-5>.

⁵⁰ Nauman and Qamar, "The Impact of Ethical Leadership on Employee Productivity."

⁵¹ Fei and Tien, "The Influence Of Work Values And Work Engagement On Improving The Work Performance Of Young Teachers In Universities."

⁵² Jing Wang, Zeyu Xing, and Rui Zhang, "AI Technology Application and Employee Responsibility," *Humanities and Social Sciences Communications* 10, no. 1 (June 28, 2023): 356, <https://doi.org/10.1057/s41599-023-01843-3>.

⁵³ Nereida Hadziahmetovic and Nejla Salihovic, "The Role of Transparent Communication and Leadership in Employee Engagement," *International Journal of Academic Research in Economics and Management Sciences* 11, no. 2 (June 17, 2022), <https://doi.org/10.6007/IJAREMS/v11-i2/14067>.

⁵⁴ Ghanim Al-Sulaiti et al., "A Pragmatic Perspective on AI Transparency at Workplace," *AI and Ethics* 4, no. 2 (May 30, 2024): 189–200, <https://doi.org/10.1007/s43681-023-00257-w>.

⁵⁵ Hui Zheng et al., "Workplace Financial Transparency and Job Distress," *Social Science Research* 95 (March 2021): 102525, <https://doi.org/10.1016/j.ssresearch.2021.102525>.

⁵⁶ David N Avdul, William Marty Martin, and Yvette P Lopez, "Pay Transparency: Why It Is Important to Be Thoughtful and Strategic," *Compensation & Benefits Review* 56, no. 2 (2024): 103–16.

⁵⁷ Schoeman and Chakwizira, "Advancing a Performance Management Tool for Service Delivery in Local Government."

⁵⁸ Robert D Sege et al., "Predictors of Corporal Punishment during the COVID-19 Pandemic," *Pediatric Reports* 16, no. 2 (2024): 300–312.

consensus suggests that the practice of openness improves the performance of organisations by cultivating trust in the relationships between organisations and stakeholders.⁵⁹

However, there is a dearth of reliable empirical data concerning the influence of transparency on the functioning of organisations. This is because prior research has frequently neglected to distinguish the impact of transparency from other significant variables, such as the existing degree of trust in the workplace.⁶⁰ Operating with transparency requires a willingness to be honest and direct with employees, even if it causes leaders to feel somewhat exposed. In situations where employees can observe and assess the activities of a leader, it becomes imperative that the leader demonstrates integrity and continuously upholds his or her principles.⁶¹ Consequently, staff will exhibit their dependability and assurance. A study conducted by Jashari and Pepaj in 2018 demonstrates that the presence of easily accessible two-way communication enhances employee happiness, resulting in improved performance in all aspects of life.⁶² Transparent management is identified by Nzimande et al as the primary determinant of employee engagement.⁶³ In addition, Sheedy and Canestrari-Soh clarified that employees who perceive satisfaction and have a sincere enthusiasm for their work demonstrate increased levels of creativity, invention, and commitment.⁶⁴ Jashari and Pepaj argue that workplace transparency is a vital determinant for the sustained success of a firm, drawing from their vast expertise.⁶⁵ The implementation of transparency by management has the potential to boost employee morale and foster a reliable relationship between management and employees. Armstrong and Taylor argue that transparency enhances work engagement and performance among employees.⁶⁶ From this study, it can be deduced that workplace openness encompasses the practice of keeping employees well-informed, effectively conveying both good and negative information, and actively promoting constructive feedback from colleagues.

Action through Integrity

Integrity in organisations refers to the improvement of the behavior of its members and the maintenance of high standards of integrity, facilitating virtuous behaviors from them.⁶⁷ Integrity has been defined in many studies as the ability to exhibit true and authentic ethical and moral conduct, which remains unwavering in the presence of difficulties, and to retain consistency in both words and acts.⁶⁸ Integrity is vital in organisations as it functions as a mechanism to augment organisational sustainability and advance the welfare of individuals and society, given the increasing importance of ethics and social responsibility in organisations.⁶⁹ Furthermore, it is crucial to incorporate essential behavioral results such as commitment, satisfaction, change goals, and organizational citizenship behavior.⁷⁰ Being employed in a company that actively encourages ethical behavior inspires individuals to pursue goals beyond just cash incentives or professional advancement. It motivates people to derive personal gratification from performing their jobs proficiently. To achieve this degree of quality, it is necessary to adopt ethical conduct.⁷¹ Organizational integrity is an essential component of culture since employees are required to fully accept and follow the most elevated norms of the social structure they belong to. Integrity, in this sense, is the adherence to moral ideals that promote social unity and facilitate the ethical development of

⁵⁹ Al-Sulaiti et al., "A Pragmatic Perspective on AI Transparency at Workplace."

⁶⁰ Abun and Ruadap-Macaspac, "Transparency Practice and Work Engagement: School Context."

⁶¹ Jashari and Pepaj, "The Role of the Principle of Transparency and Accountability in Public Administration."

⁶² Robert Eisenberger and Florence Stinglhamber, "Perceived Organizational Support—Today and in the Future.," in *Perceived Organizational Support: Fostering Enthusiastic and Productive Employees*. (Washington: American Psychological Association, 2011), 239–49, <https://doi.org/10.1037/12318-009>.

⁶³ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

⁶⁴ Sheedy and Canestrari-Soh, "Does Executive Accountability Enhance Risk Management and Risk Culture?"

⁶⁵ Jashari and Pepaj, "The Role of the Principle of Transparency and Accountability in Public Administration."

⁶⁶ Armstrong and Taylor, *Armstrong's Handbook of Human Resource Management Practice*.

⁶⁷ Schoeman and Chakwizira, "Advancing a Performance Management Tool for Service Delivery in Local Government."

⁶⁸ Armstrong and Taylor, *Armstrong's Handbook of Human Resource Management Practice*.

⁶⁹ Nauman and Qamar, "The Impact of Ethical Leadership on Employee Productivity."

⁷⁰ N.M. Greenfield, "Battle to Define What Academic Freedom Means Is Not Over," *University World News, the Global Window on Higher Education*, 2021.

⁷¹ Lewandowski and Cirella, "Performance Management Systems: Trade-off between Implementation and Strategy Development."

individuals within the company.⁷² These concepts exhibit distinctive characteristics that facilitate their efficacy. The human species can thrive and actively pursue its objectives and principles. Maintaining honesty and consistency by individuals and organisations facilitate the improvement of individual performance and the increase of organisational efficiency.⁷³ Extensive documentation has shown that the lack of ethical conduct and trustworthiness among leaders in both higher and lower-level work teams is characterized by immoral and dishonorable behavior in the workplace. Therefore, corporate leaders set benchmarks for employee conduct in the workplace and foster a culture that improves both employee contentment and organisational effectiveness.⁷⁴ Researchers have established a correlation between the integrity of leaders and the attitudes of their subordinates, including job happiness, emotional commitment to the organisation, and motivation to engage in positive actions for the organisation.⁷⁵

However, there is a scarcity of empirical studies that explicitly examine the relationship between leadership integrity and contemporary work-life attributes, such as perceived inclusion. Studies have shown that higher levels of employee inclusion result in increased loyalty to the firm and job satisfaction, thus enhancing the overall work experience.⁷⁶ Prominent scholars analyse the concept of leader integrity in leadership practices, with a specific emphasis on attributes such as deep moral principles, reliability, genuineness, and directness. For example, Bourne et al show that leader integrity is well understood within the ethical leadership paradigm, which entails a leader's conduct being directed by strict adherence to ethical and moral principles in a comprehensive manner.⁷⁷ Furthermore, it has been observed that the conduct of moral leaders closely reflects the principles they advocate and the moral and ethical norms that they and their followers adhere to. Stachowiak-Kudła has presented evidence indicating that genuine leaders place great importance on self-awareness, aligning their beliefs, and consistently maintaining transparency in their actions.⁷⁸

Advocating for Academic Freedom

Academic freedom is a fundamental tenet of higher education that fosters an environment in which knowledge is produced, analysed, and disseminated without limitations. The concept of academic freedom refers to the inherent liberty enjoyed by individuals affiliated with institutions of higher education and scientific institutions⁷⁹ Eminent academics in the realm of academic freedom have already emphasised that it is a direct consequence of the societal influence exerted by well-informed universities and researchers. A significant number of individuals continue to endorse this viewpoint in the present day. Therefore, it is more appropriate to define academic autonomy as an essential freedom rather than a human right.⁸⁰ The Constitutional Court acknowledges that the autonomy of universities plays a crucial role in protecting and strengthening intellectual freedom, which includes both individual and institutional aspects. Both play a crucial role in establishing the limits of the "space of intellectual freedom" necessary for the generation, advancement, dissemination, and evaluation of science, technology, and culture.⁸¹ Hence, the safeguarding of academic freedom as delineated in the constitution has been of paramount importance during eras of democratic transformation. This notion is apparent in the legislation of selected

⁷² Nare Mahwai et al., "A Scoping Review for Proposing an EParticipation Framework for South African Local Municipalities," in *2023 IST-Africa Conference (IST-Africa)* (IEEE, 2023), 1–8.

⁷³ Martins and Coetzee, "Staff Perceptions of Organisational Values in a Large South African Manufacturing Company: Exploring Socio-Demographic Differences."

⁷⁴ Sigurdsson, Beich, and Stavdal, "Our Core Values Will Endure."

⁷⁵ Jashari and Pepaj, "The Role of the Principle of Transparency and Accountability in Public Administration."

⁷⁶ Greenfield, "Battle to Define What Academic Freedom Means Is Not Over."

⁷⁷ Bourne, Jenkins, and Parry, "Mapping Espoused Organizational Values."

⁷⁸ Monika Stachowiak-Kudła, "Academic Freedom as a Source of Rights' Violations: A European Perspective," *Higher Education* 82, no. 5 (2021): 1031–48.

⁷⁹ Greenfield, "Battle to Define What Academic Freedom Means Is Not Over."

⁸⁰ Stachowiak-Kudła, "Academic Freedom as a Source of Rights' Violations: A European Perspective."

⁸¹ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

nations and in the rulings rendered by constitutional courts, which take into account both the content of the cases and the arguments put forward in their analyses.⁸²

The need for these safeguards is further illustrated by the cases that unequivocally establish the consequences of a legislative majority weakening the legal basis for the constitutional protection of academic freedom.⁸³ Nevertheless, Karran, Beiter, and Appiagyei-Atua correctly argue that "a part of the intellectual freedom we owe to newly appointed faculty members is the provision of explicit and truthful guidelines that establish its limits."⁸⁴ Hence, Karran, Beiter, and Mallinson assert that the academic community should thoroughly review its understanding of this crucial concept.⁸⁵ Expanding the understanding of academic freedom will improve the ability and motivation of members within the academic community to protect it.⁸⁶ Previous studies on academic freedom have been subject to criticism. To provide an example, Stachowiak-Kudla argues that traditional discussions on academic freedom, despite their apparent differences, are very repetitive.⁸⁷ These individuals frequently exhibit the following characteristics: a proclivity for vagueness or lack of specificity; a prioritisation of safeguarding the academic freedom of faculty over students; a defensive assertion of the rights of academics; and a hesitancy to engage in conversations about the obligations that should accompany those rights.⁸⁸

Ensuring Excellence and Professionalism

Achieving academic excellence involves establishing an environment that encourages critical thinking, nurtures creative skills, encourages intellectual progress, and maintains high academic standards.⁸⁹ The primary objective of an educational institution striving for academic excellence is to employ efficient teaching and learning techniques, cultivate faculty proficiency, encourage research and innovation, guarantee student achievement, and establish a strong reputation.⁹⁰ Therefore, a generally acknowledged organisational principle is the endeavor to achieve "excellence." This fundamental principle can be used to characterise outstanding accomplishments in specific domains of knowledge.⁹¹ Organisational adherence to this core concept is evident when an institution has identified its areas of competence and is effectively using them to achieve specific goals in specified fields.⁹² Each member of the organisation wholeheartedly embraces the notion of excellence in defining his or her work and contributions as integral components of his or her professional identity. This phenomenon establishes a beneficial cycle that fosters further levels of brilliance. In his study, Stachowiak-Kudla examined the essential attributes that top-tier universities should display to effectively attract and retain exceptionally talented students.⁹³ These esteemed universities have nurtured renowned entrepreneurship through their outstanding programs and proactive initiatives. These prestigious universities continuously and aggressively engage in cultivating a culture of innovation, converting research discoveries into commercial prospects, enabling the transfer of technology, promoting the development of new businesses, and encouraging international collaboration in entrepreneurship and innovation.⁹⁴

Professionalism refers to the concepts of possession of professional knowledge, autonomy, and accountability, as shown in work practices.⁹⁵ Byerly delineates three fundamental attributes of

⁸² Terence Karran, Klaus Beiter, and Kwadwo Appiagyei-Atua, "Measuring Academic Freedom in Europe: A Criterion Referenced Approach," *Policy Reviews in Higher Education* 1, no. 2 (2017): 209–39.

⁸³ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

⁸⁴ Karran, Beiter, and Appiagyei-Atua, "Measuring Academic Freedom in Europe: A Criterion Referenced Approach."

⁸⁵ Karran, Beiter, and Appiagyei-Atua, "Measuring Academic Freedom in Europe: A Criterion Referenced Approach."

⁸⁶ Karran, Beiter, and Appiagyei-Atua, "Measuring Academic Freedom in Europe: A Criterion Referenced Approach."

⁸⁷ Stachowiak-Kudla, "Academic Freedom as a Source of Rights' Violations: A European Perspective."

⁸⁸ Greenfield, "Battle to Define What Academic Freedom Means Is Not Over."

⁸⁹ Petet et al., "Accountability as a Virtue in Medicine: From Theory to Practice."

⁹⁰ Francine De Clercq, "Professionalism in South African Education: The Challenges of Developing Teacher Professional Knowledge, Practice, Identity and Voice," *Journal of Education* 57, no. 2013 (2013): 31–54.

⁹¹ Bourne, Jenkins, and Parry, "Mapping Espoused Organizational Values."

⁹² Mohammad Khalil and Martin Ebner, "De-Identification in Learning Analytics," *Journal of Learning Analytics* 3, no. 1 (April 23, 2016), <https://doi.org/10.18608/jla.2016.31.8>.

⁹³ Stachowiak-Kudla, "Academic Freedom as a Source of Rights' Violations: A European Perspective."

⁹⁴ Armstrong and Taylor, *Armstrong's Handbook of Human Resource Management Practice*.

⁹⁵ Schoeman and Chakwizira, "Advancing a Performance Management Tool for Service Delivery in Local Government."

professionalism⁹⁶: possessing specialised expertise to protect the professional authority from competition or subordination, preserving collective autonomy, and assuming responsibility.⁹⁷ Academics place a significant emphasis on the components of professionalism, including the identities, attitudes, and commitment of staff towards their work, employers, society, and colleagues. By effectively organising and equipping their members to advocate for their interests, teacher unions exercise a significant influence on the work, reputation, and level of professionalism of the staff.⁹⁸ Research has established professionalism as a vital determinant in comprehending the actual experiences of employees.⁹⁹ The concept of professionalism in current services refers to recognised norms and protocols in modern work environments. The standards outlined by Nzimande et al dictate how employees portray themselves, engage with customers, clients, and colleagues, and ultimately shape their professional encounters.¹⁰⁰ Professionalism criteria encompass the assessment of employees' proficiency in verbal communication, attire, appearance, conduct, and behavior that align with the norms of the corporate environment.¹⁰¹

Communication of Values to the Staff

The study undertaken by Kawiana et al. in Bali Province, Indonesia, investigated the influence of ethical leadership on the performance of organisations.¹⁰² The findings suggest that the implementation of ethical leadership, characterised by adherence to rigorous moral principles, can greatly enhance performance within a company. Armstrong and Taylor conducted a research investigation on business value statements.¹⁰³ The results suggest that although written value statements are prevalent, a significant number of them lack clear criteria that contribute to their difficulty in adherence. Research carried out by Bourne et al. on the mapping of professed organisational values revealed that a profusion of value labels associated with important ethical concerns can be beneficial in the management of external stakeholders.¹⁰⁴ Nevertheless, these designations can also exert a substantial influence on the conduct of an organisation when they become firmly embedded in the operational procedures of the company. The study undertaken by Martins and Coetzee investigated the employees' perspectives on the values of the organisation in a prominent manufacturing company in South Africa.¹⁰⁵ The research revealed that gender, race, and age exert a substantial influence on specific aspects of organisational ideals. Furthermore, the results of the survey indicate that different demographic groups vary in their views regarding the significance of particular organisational ideals and how the company executes them.

CONCEPTUAL FRAMEWORK

Kanter introduces a theoretical framework of value that emphasises many essential components: (a) differentiating oneself from competitors, (b) adopting accountability to the public by assuming responsibility for the whole process, (c) having a justification for long-term planning, (d) using a common vocabulary and guidelines to ensure consistent decision-making, (e) attracting skilled individuals and motivating them efficiently, and (f) establishing human control systems such as peer review and self-control.¹⁰⁶ Competitive differentiation, as defined by Kanter, is the deliberate focus on corporate values

⁹⁶ Byerly, "The Values of Intellectual Transparency."

⁹⁷ Karran, Beiter, and Appiagyei-Atua, "Measuring Academic Freedom in Europe: A Criterion Referenced Approach."

⁹⁸ Armstrong and Taylor, *Armstrong's Handbook of Human Resource Management Practice*.

⁹⁹ Mahwai et al., "A Scoping Review for Proposing an EParticipation Framework for South African Local Municipalities."

¹⁰⁰ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

¹⁰¹ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

¹⁰² I Gede Putu Kawiana et al., "The Influence of Leadership Style, Motivation and Compensation on Work Discipline and Performance of Regional Public Companies Employees," *Jurnal Scientia* 12, no. 03 (August 16, 2023): 3979–83, <https://doi.org/10.58471/scientia.v12i03.1828>.

¹⁰³ Armstrong and Taylor, *Armstrong's Handbook of Human Resource Management Practice*.

¹⁰⁴ Bourne, Jenkins, and Parry, "Mapping Espoused Organizational Values."

¹⁰⁵ Martins and Coetzee, "Staff Perceptions of Organisational Values in a Large South African Manufacturing Company: Exploring Socio-Demographic Differences."

¹⁰⁶ Kanter, Busch, and Rusch, *Behavioral Activation: Distinctive Features*.

to define distinct business boundaries and enhance an organization's brand.¹⁰⁷ Successful completion of a project can lead competitors to replicate it, but this just elevates the level of excellence.¹⁰⁸ An unambiguous understanding of the social objective establishes a basis that can inspire the subsequent surge of innovation.¹⁰⁹ Attempts by competitors to imitate initiatives lacking core business principles would continuously fall behind the leading competitors.¹¹⁰ Public accountability through end-to-end responsibility refers to the practice of aligning corporate values with the public's expectation for thorough information, maintenance, and communication regarding all elements of their products and services, ranging from their origins to usage to ultimate disposal. An organisation's unique identity and potential for innovation are fostered by increased involvement with stakeholders along the entire value chain.¹¹¹ The justification for adopting long-term thinking is to integrate corporate values that take into account operating philosophies or sustainability principles, thereby allowing firms to achieve continuity.¹¹²

These organisations are primarily motivated by their fundamental principles and exert a more significant influence beyond their existing resources.¹¹³ These attributes enable firms to circumvent "short-termism" and make decisions grounded on future potential gains. Standardised terminology and clear instructions for making consistent assessments, sometimes referred to as corporate values are crucial for organisations that require prompt and efficient action in diverse or significant activities.¹¹⁴ Facilitating efficient communication inside the organisation enables employees to regularly exercise decision-making authority among multiple alternatives.¹¹⁵ The terms "talent magnets" and "motivation machines" denote individuals who exhibit outstanding skills and abilities and are highly sought after¹¹⁶ However, individuals are mainly attracted to and maintain their dedication to organisations that correspond with their ideals and ambitions.¹¹⁷

Organisational brand and reputation directly influence its capacity to attract highly qualified employees.¹¹⁸ To effectively promote people networking towards shared objectives, an organisation must prioritise the encouragement of its employees to experience a sense of pride in their work and be motivated.¹¹⁹ Human control systems consist of two essential elements: peer supervision and a self-regulation mechanism. Peer review is the process of analysing and appraising the activities of individuals by their colleagues, which promotes a shared sense of accountability inside the organisation.¹²⁰ Meanwhile, a self-control system involves the development of individual guidance and self-regulation, strengthening compliance with organisational values.¹²¹ Although lacking in perfection, this particular form of human control system effectively minimises the need for explicit instructions and empowers

¹⁰⁷ Kanter, Busch, and Rusch, *Behavioral Activation: Distinctive Features*.

¹⁰⁸ Courage Simon Kofi Dogbe et al., "Inducing Employee Performance among State-Owned Enterprises, through Employee Ethical Behaviour and Ethical Leadership," *Social Responsibility Journal* 20, no. 7 (2024): 1378–97.

¹⁰⁹ Bagus Arisandi and Andreas Heryjanto, "The Influence of Organizational Commitment and Work Environment on Employee Performance Mediated By Job Satisfaction (Empirical Study: Employees at PT. Global Loyalty Indonesia)," *Devotion: Journal of Research and Community Service* 5, no. 9 (2024): 1042–61.

¹¹⁰ Susinda Umi Khasanah and Rifdah Abadiyah, "The Role of Job Satisfaction in Mediating the Effect of Employee Engagement, Organizational Culture on Employee Performance at Company," *Indonesian Journal of Law and Economics Review* 17 (2022): 10–21070.

¹¹¹ Iis Noviyanti and Lia Asmalah, "The Influence of Work Discipline and Work Environment on Employee Performance," *International Journal Management and Economic* 2, no. 3 (2023): 28–38.

¹¹² Isaac Ahakwa et al., "The Influence of Employee Engagement, Work Environment and Job Satisfaction on Organizational Commitment and Performance of Employees: A Sampling Weights in PLS Path Modelling," *SEISENSE Journal of Management* 4, no. 3 (2021): 34–62.

¹¹³ Olusegun Emmanuel Akinwale and Olusoji James George, "Work Environment and Job Satisfaction among Nurses in Government Tertiary Hospitals in Nigeria," *Rajagiri Management Journal* 14, no. 1 (2020): 71–92.

¹¹⁴ Arisandi and Heryjanto, "The Influence of Organizational Commitment and Work Environment on Employee Performance Mediated By Job Satisfaction (Empirical Study: Employees at PT. Global Loyalty Indonesia)."

¹¹⁵ S. P. Robbins and T. A. Judge, *Organizational Behavior, Update* (Harlow: Pearson Education Limited, 2022).

¹¹⁶ Kanter, Busch, and Rusch, *Behavioral Activation: Distinctive Features*.

¹¹⁷ Arisandi and Heryjanto, "The Influence of Organizational Commitment and Work Environment on Employee Performance Mediated By Job Satisfaction (Empirical Study: Employees at PT. Global Loyalty Indonesia)."

¹¹⁸ Indrayani Indrayani et al., "How Does Millennial Employee Job Satisfaction Affect Performance?," *Higher Education, Skills and Work-Based Learning* 14, no. 1 (2024): 22–40.

¹¹⁹ Akinwale and George, "Work Environment and Job Satisfaction among Nurses in Government Tertiary Hospitals in Nigeria."

¹²⁰ Kanter, Busch, and Rusch, *Behavioral Activation: Distinctive Features*.

¹²¹ Akinwale and George, "Work Environment and Job Satisfaction among Nurses in Government Tertiary Hospitals in Nigeria."

employees to operate with freedom and autonomy.¹²² Consequently, staff members cultivate a strong feeling of dedication and actively participate, in making decisions while being aware of the ideal they support.¹²³

METHODOLOGY

This study used an interpretive literature approach. The authors conducted a comprehensive literature analysis on the subject, analysing the various aspects of the topic to facilitate the understanding of the mentioned concerns. The authors' perspectives and subjective interpretations of the problems discussed in the study formed the foundation for their conclusions on the subject. Numerous search engines were used to locate existing research on the impact of university values on staff performance. These search engines encompassed applications such as Google Scholar and Google. The search focused on key phrases such as organisational values, company values, institutional values, workplace values, cultural values, core values, employee performance, staff performance, and job performance. Out of the 45 papers used, 35 specifically addressed the keywords defined for the literature search. The qualitative literature study revealed distinct themes that include accountability, transparency, honesty, academic freedom, quality, and professionalism.

DISCUSSION

Performance management is a dynamic approach to improving performance and achieving better outcomes by properly analysing and controlling performance.¹²⁴ To obtain better outcomes, Scheoman and Chakwizira argue that an institution should establish a formalised framework with predetermined goals, criteria, and skill requirements.¹²⁵ Performance management is a management control measure that aims to accelerate the achievement of institutional goals by influencing employee behaviours and performance. It consists of five key components: (i) a planning stage that includes the objectives that reflect institutional prospects and define performance; (ii) a dimension that includes the metrics used to operationalise performance; (iii) an analysis focused on evaluating and responding to performance information; (iv) a performance incentive system; and (v) a refreshing stage.¹²⁶ In their study, Kim and Kim emphasise the crucial role of leadership in improving institutional performance.¹²⁷ To optimise institutional performance, management should endorse, modify, and demonstrate ethical leadership strategies that can effectively impact improved institutional performance. The formulation of leadership strategies is derived from the deeply ingrained principles within organisations.¹²⁸ In their study, Nauman and Qamar assert that ethical leadership is a remarkable strategy in which the leader experiences personal responsibility and the followers see satisfaction.¹²⁹ Accordingly, ethical leadership creates a dynamic environment in which supporters (workers) work together to motivate, create new ideas, and provide mutual material benefits that enhance institutional performance.¹³⁰

The research findings indicate that values serve as fundamental ethical motivations that guide an institution toward achieving its mission, particularly in times of conflict and disagreement.¹³¹ Bourne et

¹²² Arisandi and Heryjanto, "The Influence of Organizational Commitment and Work Environment on Employee Performance Mediated By Job Satisfaction (Empirical Study: Employees at PT. Global Loyalty Indonesia)."

¹²³ Frank Nana Kweku Otoo, "The Mediating Role of Employee Performance in the Relationship between Human Resource Management (HRM) Practices and Police Service Effectiveness," *IIM Ranchi Journal of Management Studies* 3, no. 2 (2024): 108–41.

¹²⁴ Armstrong and Taylor, *Armstrong's Handbook of Human Resource Management Practice*.

¹²⁵ Schoeman and Chakwizira, "Advancing a Performance Management Tool for Service Delivery in Local Government."

¹²⁶ Lewandowski and Cirella, "Performance Management Systems: Trade-off between Implementation and Strategy Development."

¹²⁷ Kim and Kim, "The Influence of Ethical Leadership on Environmental Organisational Culture and Green Performance."

¹²⁸ Stachowiak-Kudła, "Academic Freedom as a Source of Rights' Violations: A European Perspective."

¹²⁹ Nauman and Qamar, "The Impact of Ethical Leadership on Employee Productivity."

¹³⁰ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

¹³¹ Sigurdsson, Beich, and Stavdal, "Our Core Values Will Endure."

al. emphasize that comprehending the promoted values of institutions is a relatively neglected issue,¹³² mostly due to the lack of sufficient access to statements expressing these beliefs.¹³³ To develop a comprehensive grasp of this important topic, institutions have a strong responsibility to initiate the process of building a register and conceptual map of promoted values derived from institutional websites. The analysis of institutional culture and staff perception is a crucial method for assessing the alignment between the prescribed and implemented institutional culture.¹³⁴ Institutions can use the findings of the perception study to improve working conditions and increase the effectiveness of institutional culture about two distinct dimensions of institutional purpose. The results revealed that academic freedom is recognised as an essential requirement for universities in nations that follow common law, especially those located in Western Europe.¹³⁵ Undoubtedly, notions are crucial for the operation of colleges in various nations that have implemented oppressive regimes. However, numerous universities find themselves engaged in disputes about the precise definition of the notion of 'academic independence', especially over its practical implementation. Academic freedom provided to different universities entails the authority to decide the eligibility criteria for teaching, the curriculum to be taught, the methods of curriculum implementation, and the criteria for student admission.¹³⁶

Academic freedom encompasses a broad range of interpretations and is varied in its application. According to Stachowaik-Kudla and Karran et al. the concept is linked to the unrestricted entitlement to freedom of teaching and discourse, freedom to engage in research and publish research findings, freedom to articulate one's views on the university and its operations, freedom from control, and participation in the academic statutory bodies of the university.¹³⁷ Essentially, academic freedom serves as a protective barrier for academics from unjust interference by government authorities or institutional entities. Stachowaik-Kudla et al. emphasise that fundamental rights and freedoms are firmly established in several constitutions adopted by the governments of several nations.¹³⁸ In the absence of explicit mention of rights and freedoms in the Constitution, constitutional law courts have the authority to infer them from other rights.¹³⁹ Furthermore, the results indicated that there is a prevalent consensus that individuals should be more responsible and subject to accountability, especially in industries and other institutions.¹⁴⁰ Accountability refers to the systematic establishment and consensus-building process regarding the level of authority.¹⁴¹ Nevertheless, these obligations are not legally binding.

Accountability in public institutions requires the implementation of well-designed performance measurement and re-engineering strategies to effectively communicate high-quality governance systems that guide machinery toward transparency, trust, and justice.¹⁴² The research emphasized that openness serves as a means of promoting proper governance and fostering public confidence in modern and representative public institutions.¹⁴³ Within modern and representative public institutions, the principles of transparency serve as a regulating element to prevent ineffective administration and exploitation in protecting public interests. Therefore, transparency is a necessary condition for the credibility and integrity of public institutions to promote public confidence and participation.¹⁴⁴ Fundamentally, transparency includes the qualities of openness, unrestricted communication, and approachability. Moreover, Jashari and Pepaj underscore that the performance of public institutions is enhanced by

¹³² Bourne, Jenkins, and Parry, "Mapping Espoused Organizational Values."

¹³³ Greenfield, "Battle to Define What Academic Freedom Means Is Not Over."

¹³⁴ Martins and Coetzee, "Staff Perceptions of Organisational Values in a Large South African Manufacturing Company: Exploring Socio-Demographic Differences."

¹³⁵ Greenfield, "Battle to Define What Academic Freedom Means Is Not Over."

¹³⁶ Mathebula and Barnard, "The Factors of Delegation Success: Accountability, Compliance and Work Quality."

¹³⁷ Stachowiak-Kudła, "Academic Freedom as a Source of Rights' Violations: A European Perspective"; Karran, Beiter, and Appiagyei-Atua, "Measuring Academic Freedom in Europe: A Criterion Referenced Approach."

¹³⁸ Stachowiak-Kudła, "Academic Freedom as a Source of Rights' Violations: A European Perspective."

¹³⁹ Lewandowski and Cirella, "Performance Management Systems: Trade-off between Implementation and Strategy Development."

¹⁴⁰ Mahwai et al., "A Scoping Review for Proposing an EParticipation Framework for South African Local Municipalities."

¹⁴¹ Greenfield, "Battle to Define What Academic Freedom Means Is Not Over."

¹⁴² Schoeman and Chakwizira, "Advancing a Performance Management Tool for Service Delivery in Local Government."

¹⁴³ Jashari and Pepaj, "The Role of the Principle of Transparency and Accountability in Public Administration."

¹⁴⁴ Nzimande et al., "Unravelling the Link between Academic Staff Tenure and Motivation: Extended Curriculum Programme Dilemma for Staff Retention."

transparency and accountability, as responsibilities and transparency function as a motivator for performance development.¹⁴⁵

RECOMMENDATIONS

Prioritisation of activities that assist instructors, provide professional development opportunities, and foster an inspiring work environment is highly recommended for university administrators and lawmakers. Through this approach, universities have the potential to improve the productivity of their staff and make a substantial contribution to general educational excellence, equipping future educators to tackle the fast-changing demands of academia. The university must be committed to using resources to enhance educational and social opportunities, improve the well-being of individual employees, establish an equitable social framework grounded in human rights, and advance collective welfare through the generation of knowledge, instruction, and active engagement in the relevant challenges faced by employees at various hierarchical levels. Furthermore, the university must be committed to preserving academic standards, preserving its institutional culture and environment, giving priority to health and safety, and optimizing its institutional resources. It must cultivate a service-oriented culture, enforcing individual responsibility, advocating for social justice, exhibiting respect, and guaranteeing fairness. In this particular scenario, institutional principles should include quality, professionalism, and ethical conduct.

CONCLUSION

This paper conducted a literature evaluation on the impact of university values on staff performance. Performance of employees refers to their capacity to successfully and proficiently execute their given tasks within the specified time frame. Employee performance is assessed not only based on the completion of assigned tasks within a specified time frame but also includes factors such as employee motivation. Individual performance also includes the behavioral dimensions of the individual, including the attitude they embody in the workplace. This assessment also measures an employee's ability to manage stress, handle complaints, and achieve a work-life balance. Consequently, personnel who demonstrate higher levels of productivity can effectively navigate the majority of the difficulties associated with the aforementioned criteria. The performance of employees in a business can be improved by fostering a culture that motivates individuals to work willingly and achieve the anticipated outcomes, while even exceeding the targets and achieving the established objectives. Employee performance should follow the organisational code of conduct and ethics to uphold the values and principles of the organisation. Therefore, educational institutions have a significant obligation to create a work environment that maintains work values and enhances employee performance. Positive work engagement among employees can be enhanced by the implementation of mentoring, supportive leadership, and opportunities for professional development. Optimal equilibrium must be achieved among the workloads, demands, and expectations of novice educators to avoid exhaustion and sustain exceptional levels of staff productivity.

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¹⁴⁵ Jashari and Pepaj, "The Role of the Principle of Transparency and Accountability in Public Administration."

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