

Організаційні цінності в літературі: дослідження праць видатних письменників світової літератури

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Анотація. У статті показано, як можна візуалізувати та зміцнити організаційні цінності та трудову етику, аналізуючи творчість видатних письменників-фантастів. Зосереджуючись на потенціалі трансформації літературних тем і цінностей у корпоративні цінності, дослідження має на меті показати, як література може надихати та формувати організаційну культуру та етичні стандарти. Аналізуючи твори таких авторів, як Федір Достоєвський, Джордж Оруелл, Олдос Хакслі, Лев Толстой та Габріель Гарсія Маркес, у статті визначено ключові етичні та моральні теми, що містяться в їхніх оповіданнях. Методологія включає герменевтичний і семіотичний аналіз цих текстів, тематичні дослідження організацій, які інтегрують літературні цінності у свої місії. Автор показує синергію між літературними цінностями та корпоративними цінностями, підкреслюючи, як літературний погляд на етику та мораль може впливати на організаційну культуру та управління людськими ресурсами. На основі аналізу зроблено висновки щодо ефективної інтеграції літературних цінностей у стратегії управління.

Ключові слова: літературознавство, гуманістичний менеджмент, культура, організації, нові перспективи в менеджменті.

Organizational values through literature: A study of the work of prominent
writers of world literature

Annotation. This article explores how organizational values and work ethics can be visualized and reinforced by analyzing the work of prominent writers of fiction. Focusing on the potential for transforming literary themes and values into corporate values, the study aims to show how literature can inspire and shape organizational culture and ethical standards. Analyzing the works of authors such as Iwan Franko, George Orwell, Aldous Huxley, F. Scott Fitzgerald and Gabriel Garcia Marquez, the paper identifies key ethical and moral motifs embedded in their narratives. The methodology includes a hermeneutic and semiotic analysis of these texts, case studies of organizations that integrate literary values in their missions. The results show the synergy between literary and corporate values, highlighting how literary insights into ethics and morality can influence organizational culture and human resource management. Based on the analysis, practical recommendations are made for organizational leaders on how to effectively integrate literary values into management strategies.

Keywords: literature studies, humanistic management, culture, organizations, new perspective in management.

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Introduction

In literature, thanks to its complexity and depth, we can find key insights that are unattainable by the more traditional methods of management science. Fiction not only reflects reality but also interprets, analyzes and often critiques it, providing a unique perspective on human experiences, motivations and values.

Organizational values and work ethics play a key role in shaping the culture of any organization. Today's businesses are increasingly looking outside the traditional management framework for inspiration, turning to humanistic sources of knowledge such as literature. As a reflection of human experience, moral dilemmas and social values, literature offers unique perspectives that can enrich and ground corporate values. In this article, I attempt to explore how the themes and values portrayed in the works of prominent writers can be transformed into organizational values. I focus on analyzing the works of Franko, Orwell, Huxley, Fitzgerald to identify the key ethical and moral themes embedded in their narratives. In particular, I am interested in how these literary values can be incorporated into an organization's mission and vision, and how they can shape organizational culture and work ethics. My research is based on hermeneutic and semiotic analysis methods that allow for a deep understanding of literary texts. In addition, case studies of organizations that successfully integrate literary values into their structures and interviews with managers and employees provide practical examples and insights. My findings show that there is a synergy between literary and corporate values, which can lead to a more engaged, ethical and cohesive work environment. Introducing literate values into management not only enriches organizational culture, but also promotes a deeper understanding of human behavior and motivation, which is invaluable in the dynamic world of business [1]. I present both the theoretical and practical aspects of this integration, offering recommendations for leaders who wish to realize the full potential of literature in management.

Martha Nussbaum(1990) emphasizes the importance of fiction as a tool for developing human empathy, moral sensitivity and understanding of values. Her work inspires deeper reflection on the potential applications of literary fiction in organizational contexts[5].

Nussbaum argues that literary fiction, through its complex narratives and richness of emotion, can contribute to the formation of more empathetic and ethical organizational cultures. Her philosophical and literary analyzes suggest that literature not only reflects the human experience, but also engages the reader in a process of empathising with and understanding diverse perspectives. In the context of management, Nussbaum's perspective raises questions about how literary fiction can be used to promote organizational values such as empathy, justice and respect for human dignity[6]. Analyzing selected works of literature for their potential impact on organizational culture can provide valuable insights for management practitioners. In the context of management, Nussbaum's perspective raises questions about how literary fiction can be used to promote organizational values such as empathy, justice and respect for human dignity. Analyzing selected works of literature for their potential impact on organizational culture can provide valuable insights for management practitioners. However, the challenges associated with the practical application of literary fiction in organizations should also be highlighted. Are managers and leaders ready to accept literature as an important tool in management? How can decision-makers be convinced of the value of literary analysis in a business context? How can literature lessons be effectively integrated into leadership development and staff training programmes? The study of literacies in the context of organizational management is a fascinating field of research that needs further deepening and exploration. An analysis of Martha Nussbaum's concepts can provide a starting point for further research into the potential of fiction to inspire organizational values and to identify strategies for the practical use of these ideas in a management context.

Results

Visualization of literature values in the organization – elements of methodological approach

The study of the visualization of organizational values through literature is an interdisciplinary approach that combines literary analysis with management theories. Such research can involve a variety of methods and techniques, including content analysis, case studies, interviews and hermeneutic and semiotic approaches. According to Polish methodological approaches in humanistic management [2] and existing concepts on which such research can be for example divided into:

An examination of the motives that are present in the literature and how these motives may reflect organizational values. An example is the analysis of moral dilemmas in Fitzgerald's *The Great Gatsby* in the context of organizational ethics.

1. An examination of symbols and allegories in literature and their interpretation in the context of corporate values. For example, an analysis of Orwell's 'Animal Farm' as a critique of power and hierarchy can be applied to the analysis of power structures in organizations.
2. Study of specific cases of companies that consciously integrate literary values into their organizational culture. Analysis of internal documents, policies and HR practices in such companies can provide examples of how literary values are transformed into business practice.
3. Using hermeneutics to analyze literary texts in depth and understand their hidden meanings that can be applied to organizational values. Research on narrative in management often draws on theories of narratology that explore how stories influence organizational culture and identity.

Critical analysis and arguments for the study of literature – Research Findings

Literature develops empathy, the ability to understand and empathize with other people, which is crucial for organizational leaders. Research shows that managers who are more empathetic motivate their teams better and resolve conflicts more effectively. Fitzgerald, with his profound psychological explorations, and Marquez, with his vivid descriptions of human relationships, offer examples that can enrich leaders' interpersonal competence. Literary works often explore complex ethical and moral issues that are directly applicable to management. Orwell's „1984” and Huxley's „A Wonderful New World” warn against abuses of power and dehumanization [4], which can serve as a warning to organizations against excessive authoritarianism and bureaucracy. Integrating these lessons can lead to more transparent and accountable management practices. Literature develops critical thinking skills that are essential for strategic decision-making. Narrative analysis of literary works such as Ivan Franko's „Śmierć Kaina”, which explores complex decisions and their consequences, can help leaders better understand the complexity of the issues they face and make more informed and thoughtful decisions. Fiction inspires creativity and innovation through its out-of-the-box approach to storytelling and exploration of ideas. Organizations that promote creativity and innovation are often more successful in dynamic and competitive environments. Writers such as Gabriel Garcia Marquez, with his magical realism, can inspire leaders to think outside the box and innovate.

Fine literature, by giving us stories and images, opens the door to deeper reflections on human values and morality. Works such as *The Great Gatsby*, *1984* and *The Brave New World* not only provide readers with thrilling entertainment, but also raise questions about the essence of human existence and the society in which we live.

In „*The Great Gatsby*”, F. Scott Fitzgerald confronts us with the question of the limits of morality and justice. Can the actions of an individual be morally justified in the name of a higher good? Through the character of Raskolnikov, the author provokes the reader to reflect on the

nature of sin, punishment and compassion, which has important consequences for our understanding of ethics and morality.

In „1984“, Orwell shows us a dark vision of a society deprived of freedom and truth. The theme of manipulation and totalitarianism shows how easily individualism and individual autonomy can be annihilated when power takes control of people's minds and hearts. It is a warning against an over-reliance on authority and a lack of critical thinking [3]. In contrast, Huxley's „Brave New World“ confronts us with the question of the balance between individual freedom and social stability. In a world controlled by the authorities, where reproduction and individualism are subject to manipulation, questions arise about the limits of ethical interference in the life of the individual and moral responsibility for his or her fate. Access to the knowledge contained in literature can broaden the horizons of managers, enabling them to better understand complex social dynamics and build more humane and valuable workplaces. One of the key new thoughts that literature can bring to the world of management is the concept of 'narrative leadership'. In contrast to traditional management models based on raw data and strategies, narrative leadership emphasizes the importance of stories and narratives in building relationships, motivation and employee engagement. Leaders who can create inspiring stories about the organization's goals, values and overcoming difficulties can more effectively mobilize teams and build a strong organizational culture. Through narrative, leaders can communicate their vision, inspire action and build a shared identity and purpose. Literature can provide managers with inspiration to solve difficult business problems and better understand human motivations and behaviour. Analyzing literary characters and their decisions can broaden our empathy and empathy, which can lead to a more human approach to management. Literary fiction can also be a tool to develop soft skills such as empathy, creativity or the ability to understand the complexity of the human mind. Through literary reading, managers can improve their interpersonal and communication skills, which translates into better team relationships and more effective conflict management. Literary fiction opens up unlimited possibilities for managing organizations. Inspired by literary works, managers can build more humane and valuable workplaces based on shared narratives, empathy and a deeper understanding of the human experience.

An intriguing concept that fiction can bring to management is the idea of „reflective leadership“. In contrast to the traditional approach, which focuses mainly on action and achieving results, reflective leadership emphasises contemplation, self-knowledge and the personal development of the leader. Reflective leaders are aware of their own beliefs, values and motivations, and regularly engage in introspection and reflection on their own actions and decisions. By using fiction as a source of inspiration and reflection, leaders can develop their self-reflective skills and their ability to build authentic relationships with their team. Fiction provides rich contexts and scenarios that can be useful for leaders to analyze situations, make decisions and develop action strategies. By analyzing literary characters and their experiences, leaders can find valuable lessons on conflict management, team motivation or building trust. Often, it is literary stories that uncover new insights into familiar problems and provide unusual solutions that can be applied to business practice. Fine literature inspires:

1. Narrative leadership
2. Reflective leadership
3. Innovative thinking
4. Personal leadership development

It can be argued that the literature not only provides inspiration for leadership and organizational management, but also opens new horizons in terms of personal development and understanding of the human experience. The concepts of 'narrative leadership' and 'reflective leadership' seem particularly promising as they emphasize the importance of stories, reflection and introspection in the management process. It is worth mentioning the concept of

„reflective theory” proposed by Chris Argyris and Donald Schön (1996), who emphasise the importance of reflection as a key element of organizational learning. Argyris and Schön noted that organizational leaders should be able to reflect on their own actions and decisions in order to adapt to changing conditions and challenges. Similarly, Edgar Schein (2010), in his concept of „organizational culture”, emphasizes the importance of the narrative and history of an organization as a tool to build a shared identity and values within a team. Schein points out that organizational leaders should be aware of the impact of narratives in shaping organizational culture and be able to effectively manage narratives in the organization.

Conclusion

In this contextual matrix, fiction becomes not only a source of inspiration for organizational leaders, but also a mirror reflecting the complex mechanisms of the human psyche and society. By analyzing literary works, we not only examine their content, but also discover what hidden values, moral dilemmas and ethical conflicts accompany them. It is also important to understand that a literary narrative can become a guide for leaders, showing them a variety of action strategies, leadership styles and the consequences of their decisions. Therefore, literary fiction becomes an indispensable tool not only for researchers, but also for management practitioners who aim to build more humanistic and valuable organizations. It is worth noting the potential of literary fiction as a tool for developing managerial skills and building interpersonal relationships. The analysis of literary characters and their interactions can contribute to a better understanding of human psychology and the various dynamics present in work teams. Furthermore, literary fiction can inspire managers in their search for new ways to resolve conflicts, motivate teams and build trust and cooperation. The role of literary fiction in building organizational culture and creating shared values and norms in organizations is also an important issue for further research. By analyzing literary narratives and their impact on the perception of the world and values, we can better understand what ideas and beliefs are fundamental to the formation of an organization's identity and its relationship with its environment. The need to reflect on the balance of different perspectives and voices in the discussion cannot be overlooked. Fiction opens up a wide range of interpretive possibilities and inspiration, so it is important that we approach our research and management practices in a way that is open to a diversity of ideas and experiences. It is also worth emphasizing that literary fiction can be a source not only of inspiration, but also of criticism and reflection on existing management practices and norms. By analyzing literary works, we can see not only positive examples of leaders and organizations, but also their flaws and limitations, which can lead to a more informed and responsible approach to management. Fiction is an extremely rich source of knowledge and inspiration for the management of organizations. The analysis of literary stories can broaden our horizons, stimulate our imagination and make us reflect on fundamental issues of human experience. Therefore, we encourage both scholars and management practitioners to further explore this fascinating field and harness the potential of literary fiction to build more humane, valuable and effective organizations.

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