CHAPTER - I

INTRODUCTION AND DESIGN OF THE STUDY

The term ‘Human Resources’ (HR) refers to the knowledge, skills, creative abilities, talents, aptitude, values and beliefs of an organization’s workforce. The most important aspects of human resources are aptitude, values, attitudes and beliefs. HRD or human resources development assumes significance in view of the fast changing organizational environment and the need of the organization to adopt new techniques in order to respond to environmental changes. The changing environmental factors include:

- The unprecedented increase in competition within and outside the country consequent upon economic liberalization which demands continuous improvement of human resources
- The growth of a trend towards market economy in most of the countries including the erstwhile communist countries

The trend towards market economy results in severe competition not only among industries around the globe and but also among industries within the country. This means only those industries which are strong in all respects will survive in the market and the rest will be forced to withdraw from the market. The relevance of human resources to a nation and its industry depends upon the level of its development. Organizations to be dynamic, growth oriented and fast changing, should develop their own human resources. Needless to say that organization possessing competent human resources grows faster and becomes dynamic. Though a proactive personnel policy and programmes motivate the employees through commitment and loyalty, they cannot render the organization dynamic.

Attracting the most qualified employees and matching them against jobs for which they are best suited is important for the success of any organization. However, many enterprises are too large to permit a close rapport between the top management and employees. Human resources, training and labour
relations managers and specialists provide this link. In the past, these workers were associated with performing the administrative function of an organization, such as handling employee benefits, recruiting, interviewing and hiring new personnel in accordance with the policies and requirements established in conjunction with the top management. Today’s HR bosses juggle these tasks and increasingly consult top executives on strategic planning. They have moved from behind the scenes and extend suggestions to the company on the policy changes required. The senior management recognises the importance of the HR department to the company’s bottom line.

However, enhancement of the value of human resources depends on the improvement of the various aspects of human resources - like skill, knowledge, creative abilities and talent; and moulding other aspects like values, beliefs, aptitude and attitude, in accordance with the changing requirements of groups, the organization and the society at large.

VALUES

Human beings have a tendency to perceive the entire world as they perceive themselves. And management is not exempt from this phenomenon. Many human resource policies and practices have been created to meet the needs and the satisfaction of human resource people, executives, and federal regulations. If it was true that all employees had the same orientations and value systems towards work, human resource people and managers, could indeed design programmes for others.

Values are explicit or implicit fundamental beliefs, concepts, and principles that underlie the culture of an organization, and which guide the decisions and behaviour of its employees, management, and members.

Most authors agree that ‘corporate culture’ refers to the set of values, beliefs and behaviour patterns that point to the core identity of an organization. A ‘strong’ culture that encourages the participation and involvement of an
organization’s members appears to be one of its most important assets. Without values, community life would become chaotic and an individual’s life meaningless. A “value-less” life is a valueless life. Everyone’s life should have some meaning, some direction and some self-evolved authority for guidance. Values give us all these.

But actually, values, i.e., all types of values will have an influence on the performance of people, whether at work or in personal life. What are values? What type of values will influence performance and in what way? To lead a perfect life (personal or the workplace life) and ensure ideal performance, one should take care of all types of values. A value is a belief, a mission or a philosophy that is meaningful. Whether consciously aware of it or not, every individual has a core set of personal values. Values can range from the commonplace, such as the belief in hard work and punctuality to the more psychological - such as self-reliance, concern for others and harmony of purpose. The key point to keep in mind about values is that implementing them energizes everything concerned with it. In an individual, committing to and applying values, releases fresh energy, which always leads to success, achievement and well-being. Employees can energize their lives by making the required effort to implement the values they subscribe to. Once they identify values that are meaningful, they can develop a strategy to implement them. When they make a determined effort to implement those strategies, good fortune is sure to follow in the form of new opportunities, new sources of revenue and income and other forms of material and psychological benefits.

In short, values are ideals that guide or qualify one’s personal conduct, interaction with others and involvement in one’s career. Like morals, they:

a) Help one distinguish what is right from what is wrong and
b) Inform on how one can conduct one’s life in a meaningful way
Values can be classified into three categories:

i) Personal Values

ii) Social Values

iii) Work Values

**PERSONAL VALUES**

Personal values are principles that define one as an individual. Personal values, such as honesty, reliability and trust determine how a person will face the world and relate with people. The following are some thoughts on several of the more interesting personal values:

**Simplicity:** In this space age of a world, there is no personal value more important than ‘simplicity’. Taking time to simplify anything that is overly complex is a helpful skill in these rapidly changing times. Simplifying work not only streamlines it, but also makes it more effective and productive, leading to greater results when compared to its previous complex state.

**Harmony:** Harmony is the coming together of disparate elements for a common purpose. It is the co-movement of varied or opposing forces and so they precipitate the ultimate truth that all can benefit from. The value of teamwork is a variation of the value of harmony, as is the value of organization. Harmony is such a noble and elevated feature that it can be equated with spiritual value.

**Concern for others:** Perhaps the single most powerful way to succeed in life is to have concern for the fellow human beings. Normally, human beings are overwhelmingly concerned about their own values, driven by their own personal motives and ambitions. However, the happiest people literally lose themselves in feeling for others. If there are positive affirmations for the following questions: Are you ready to ‘forget yourself’ and get genuinely interested in the welfare of others? Are you willing to be tolerant of any kind to others? Will you listen attentively and silently to their words, be non-judgmental and open to their opinions and points of view?, then the person
concerned is an excellent candidate for great success in life, not to mention his ever-increasing personal happiness and joy.

**Integrity and honesty:** Honesty is being truthful and it is well respected by others. This is because, being honest means being truthful at heart. Integrity believes in wholeness, goodness and excellence and willing to serve as a praiseworthy example for others. Both are held in high regard. Practising honesty and integrity is a two-fold gift.

**Hard work:** It is universally agreed that hard work is one of the keys to success in life and work. Without it, few can succeed. A person may not be hard-working for a number of reasons – influence of parents, lack of energy, lack of motivation, a bad experience, pure laziness, etc. An employee must consider why he is not hard-working and then make a determined effort to change his behaviour.

**Respect for the individual:** One of the most significant personal values is to look upon every person as a special and unique individual. This form of deep respect for a person has the power of generating goodwill, happiness and achievement.

**SOCIAL VALUES**

A social organization is like a single inter-connected fabric. The threads and the weave of the fabric are formed by the multi-dimensional interaction of social activities, organizations, institutions and values. The ultimate determinants of the power of a social organization are the values of society. Social values are principles that indicate how one relates meaningfully with others in social situations, including those involving family, friends and co-workers.

**WORK VALUES**

Work values are principles that guide the behaviour of people in a professional context. They define how an employee works and how he relates himself with co-workers, bosses and clients. They also reveal the potential for
advancement. Everyone has certain values and beliefs, which manifest themselves in one’s attitude towards work. A few of the work values are identified and listed below:

**Professionalism:** This refers to the trait of getting along with the peers professionally.

**Creativity:** In this competitive world, there is a call for new ideas, programmes, organizational structure or anything else non-artistic, adhering to a format not previously designed by others.

**Team Spirit:** This value is associated with fostering a good working relationship with people. It helps to forge a close rapport with people, as a result of one’s activities.

**Competition:** This value emphasizes the activities that pit a person’s abilities against the abilities of others where there are win and lose situations / outcomes. Taking both of them in the right spirit is the challenge.

1. **Discipline**
   
   This work value relates to actively using a certain degree of discipline at work.

2. **Work under Pressure**
   
   This refers to the ability to work in situations where pressure of time obtains and / or the quality of one’s work is judged critically by supervisors, customers and others.

**SHARED VALUES**

**The genesis of the idea**

The pursuit of "Shared Values" as a central tenet of leadership practice came to the fore in the early 1980s. The term first rose to prominence when it was positioned at the centre of McKinsey’s "7-S Framework" in the bestseller *In Search of Excellence*, written by Tom Peters and Robert Waterman. Their colleagues from McKinsey, Richard Pascale and Anthony Athos, had published a version of the framework a year earlier, in 1981. In *The Art of Japanese
Management, they had used the term "Superordinate Goals" at its centre, rather than “Shared Values”. But in course of time the concept of shared value gained momentum.

For managers to seek to instil a uniform set of shared values across an organization seems like common sense. If people have a commonly-held view of what is important, they will be better placed to think and act in concert. For this to happen, managers need to distil the essence of the desired organization into a statement of core values (either working alone or in consultation with others in the organization), and then to communicate these widely. When arrived at, this statement will often also be used to inform such things as recruitment and promotion, performance assessment, personal development plans and so on – at least in principle.

Organizations are made up of people in continuous, diverse and shifting patterns of interaction. Outcomes emerge from this interactional (essentially conversational) process and from the actions that this generates. At the same time, these emergent outcomes affect the ongoing patterns of interaction in a reflexive way. Most obviously in this respect, any new structures, systems or processes that result will clearly impact upon the nature and content of formal interactions going forward. But many informal outcomes emerge as well, which powerfully influence ongoing interactions. Most particularly here, the more that people make sense of emerging events in one way rather than another, the more likely they are to make similar sense of things in the future. That is to say, as the conversational process continues over time, patterns of taken-for-granted assumptions will emerge that reflect the nature of previous sense-making. And these assumptions will tend to channel ongoing sense-making down familiar, well-trodden pathways.

It is important to recognize that these interactions occur ‘locally’. In other words, they take place in one-to-one and small group settings. This is the case whether we think about the interactions between senior executives or members
of the organization at large. Individuals can only meaningfully interact with a few people at a time – even if they happen to be the CEO or Department Head.

This means that an organization-wide statement can only ever be a ‘call to arms’. What happens as a result of it will depend solely on the interplay of the actions that people take locally, in response to the sense-making conversations that the statement sparks. And the impact of the statement on everyday organizational life will be heavily conditioned by the particular circumstances that people find themselves in whenever they are called upon to make value-based choices.

So, whenever a declaration of Shared Values (or any other statement of intent) is communicated formally, this merely provides a further input to the ongoing, self-organizing process of local interaction. In so far as people consciously attend to the formally stated values, the meaning that they take from them and their relative salience will depend on interpretation and negotiation in the moment of their interaction with others. Each of these interactions - which occur at specific times, in specific situations and between specific people - will be influenced by:

- participants’ personal frames of reference (including their own beliefs and values), through which they pursue their self-interests, seek to maintain a sense of competence and self-worth, and strive to keep all their important relationships in a desirable state; and
- the in-built structural tensions and contradictions that are inherent in the design of all organizations.

DEFINITION OF SHARED VALUES

Shared values are what engender trust and link an organization together. Shared values are explicit or implicit fundamental beliefs, concepts, and principles that underlie the culture of an organization. These values guide decisions and behaviours of the employees and management. Shared values are
also the identity by which an organization is known throughout its business area. These values must be stated as both corporate objectives and individual values. Every organization and every leader will have a different set of values that are appropriate to its business situation, fundamental beliefs, concepts and principles that understand the culture of an organization and which guides decisions and behaviour of its employees and management. Shared values link the organization together; all employees live the values.

**Need for Clearly Defined Shared Values**

The need for Shared Values has been one of the taken-for-granted assumptions of management orthodoxy for almost 30 years now. Pursuing it consumes a lot of time, effort and money, as development programmes, HR policies, formal communication initiatives and so on are designed and implemented to bring these about.

1. Most employees, especially knowledge workers need to know who their employer is and what the employer and the organization are aiming at. Talented people look for a "values fit" with their employers. Without it, they would not give their best and will ultimately leave the organisation.

2. Values define what is and is not acceptable – they become the organization's code of behaviour. And making decisions without a code of behaviour, especially in volatile times, is much more difficult and risky.

**Techniques to Create a Shared Purpose**

- Engaging the employees in creating a list of values that define what their organization stands for
- Defining and reinforcing the mission of the organisation through some type of document or other formal language
- Organizing orientation and training programmes that emphasize corporate values
• Use of both structured and unstructured opportunities to socialize with colleagues and supervisors
• Organizing "storytelling events" and document corporate histories that dramatize guiding values
• Working out a unique, shared corporate language that reflects values

Establishing Shared Values:
• Ensuring employee’s understanding of the organisation’s values and vision which requires the organization to have clearly defined values. Without this the organization can get itself into real trouble. Defining shared values is more than putting words on paper. Most organizations have values statements or mission statements; yet many do not follow them.
• Winning organizations create successful cultures in a systematic way using various approaches that may include visual representations, training seminars, and/or socializing events.

STATEMENT OF THE PROBLEM

The role of values cannot be overlooked in any organization. Values are constantly at work. Whenever human beings are acting, thinking, evaluating, deciding, communicating, planning, serving, counting, or aspiring, values are at work. Values guide behaviour and thinking and provide focus on a sense of direction. They indicate what is most important to individuals, groups and organizations and form the basis of any group or organizational culture. When people come together in an organization, the range of operating values and associated beliefs can vary enormously lead to an extremely complex social system or culture. The ability of any culture to function effectively is predetermined by the degree to which a consistent and aligned set of values that form the social and intellectual framework of the group or organization
obtains. A research of values provides a blueprint of how employees think about a company in tangible and intangible ways, both positively and negatively. These value orientations or pathways then become templates for use in communication with employees on a variety of issues.

In this context, the present study focuses on the shared values and their impact on the performance of select multinational IT companies in Bangalore city.

**REVIEW OF LITERATURE**

David, John and Jay opined that much of the research on managerial decision making in cross-cultural settings has relied heavily on overall differences in values to help explain variance in decision preferences. Although those researches have been valuable in identifying cultural differences, they have not focused enough on the similarities among cultures, especially in occupational subgroups. Hence they followed a cluster-analytic approach for developing value profiles as a technique for identifying value similarities in managerial subgroups from a sample of Indian and American managers. The results of the study showed that two dominant value profiles designated as ‘pragmatic’ and ‘altruistic’ were present and that these value profiles helped explain variances in decision preferences.¹

Posner, Kouzes and Schmidt tried to find out whether shared values make any difference among American managers. Their study was an attempt to integrate the broad-based data on individual managers’ values with the reported experience of successful organisations that pay careful attention to their culture. Using a correlational approach with a large sample of American managers they found that shared values or value congruence was associated with feelings of personal success, organisational commitment, self confidence and awareness in understanding personal and organisational values, ethical behaviour, feelings of stress, the degree to which organisational goals were seen as important and the importance given to organisational stakeholders. The
results of the study showed that clearly articulated organizational values do make a significant difference in the lives of employees as well as in their organisation’s performance. Their study also offered ideas on how human resource managers can facilitate the alignment of personal and organisational values.²

Gordon & Sharon in their study analysed the concept of shared organizational values and their impact upon successful marketing strategy implementation. They stressed the need to measure the degree to which values within the organization are shared. They also proposed a method to quantitatively measure the degree of value congruency and the strength of value consistency. An exploratory, empirical study was presented in which organization values are measured and found to impact upon strategy implementation.³

Brian, Cathy and Richard in their study titled ‘The Impact of Top-Management Actions on Employee Attitudes and Perceptions’ while discussing the popular approaches to organizational leadership noted that productivity and innovation in U.S. organizations could be greatly improved if top managers placed more emphasis on organizational values and culture. Their study was an attempt to confirm the findings of transformational leadership researches which prescribed that the top management should develop and share a vision for the organization, model that vision, encourage innovativeness, support employee efforts, and allow employees input into decisions concerning their jobs and that actions should act to improve productivity by increasing positive attitudes and by clarifying the roles of the employees. Their study empirically examined the relationships between the five actions and employee commitment, job satisfaction, and role ambiguity. Results of the study asserted that top-management actions are strongly related to all three of these outcomes. The results also suggested that the effects of certain actions vary for different organizational settings.⁴
Mohammed Galib Hussain asserted that executives experience self-actualisation and self-transcendence in their work life. Executives are predominantly progressive (humanitarian) in terms of their value realization, application, personality structures and style of management. The study revealed that the executive’s age, place of birth, religion, managerial function and size of the organization does not have any influence on their values. Their culture-specific values and personality structures determine their management styles. However, neither their values nor their personality nor their style have any bearing on their effectiveness. Possibly, effectiveness is a function of a given situation.\(^{5}\)

M. Anbalagan opined that organisations oriented towards a strong pattern of work culture possessed a large percentage of high performers leading to high performance and the organisation-oriented weak pattern of work culture possessed a higher percentage of workers with weak performance leading to low performance.\(^{6}\)

Isaiah O. Ugboro conducted a study to test a hypothesized relationship between generalized values of loyalty and duty; individual and organization value congruency; and organizational commitment. He opined that a fuller explanation of individual behaviour in an organization requires a consideration of effect of generalized values of loyalty and duty and the generalized values are considered to be a person’s predisposition or internalized normative pressure to be committed to institutions such as family, friends, country, and work organization as a result of primary socialization with a culture that places premium on loyalty to institutions or organizations. While the results of the study showed some evidence to support existence of generalized value of loyalty and duty among employees, it did not, for the most part, significantly correlate with measures of organizational commitment. Measures of value congruency, however, were found to be significantly correlated with those of organizational commitment.\(^{7}\)
Poser and Schmidt explored the link between clarity of personal and organisational values and organisational commitment. They probed the respondents on three areas – clarity about the values of the company; clarity about their own personal values and their commitment to work. Their study concluded that the higher the level of clarity, the higher the level of commitment. People who had clarity about both personal and organisational values had the highest level of commitment to the organisation.8

Boris Kabanoff, Robert Waldersee and Marcus Cohen made a computer-aided content analysis to assess the strength of nine values-authority, performance, reward, normative, commitment, participation, leadership, teamwork, and affiliation-in 88 large Australian organizations. Cluster analysis was used to categorize each organization as having one of four value structures: elite, leadership, meritocratic, or collegial. The study concluded that organizations classified as having different value structures differed in a theoretically consistent way in how their members described organizational change.9

Kondasamy observed that the strength of a culture determines managerial commitment and performance effectiveness.10

Bruce and Elizabeth in their article opined that there is a lack of consensus on the nature of values among the researchers, practitioners, social critics and the public at large. Their article was an attempt to provide some coherence on the issue of values by describing how theorists have conceptualised values and the major controversies that surround values and values research. They focussed on the preponderance of theoretical views and the utility of concepts for management and organisational behaviour. The article discussed the nature of values, how individual differences in values arise, the stability of values and the effects of values and value similarity. It also presented a review of the contemporary values literature.11
Hyde and Williamson attempted to explore the power of organisational values and their potential influence-positive and negative-on an organisation’s ability to sustain its performance over time. They conducted a survey of values held by staff in the HM customs and Excise Solicitor’s office as a part of a larger project which culminated in the development of a vision, set of corporate values and a business strategy for the office. The study analysed the importance of shared values, importance of value congruence and consequences of value congruence. The study arrived at two conclusions: First people want to feel that the organisation they work for is in tune with their values. Second, value congruence is associated with higher satisfaction with the organisation as a place to work and with the work itself.\(^\text{12}\)

Kyle Luthans explored the nature and importance of employee recognition as an effective leadership tool by examining the value of recognition to all levels of employees in a large, non-profit institution. The employees indicated that they valued highly personalized recognition for a job well done as a critical dimension of their reward system. The findings of the study concluded that employee recognition should be given more attention by leaders as they attempt to meet the retention and productivity challenges facing today's organizations.\(^\text{13}\)

According to Koteshwara Rao, organisational culture, knowledge management practices and job satisfaction differ among organisations within and across the manufacturing and IT sectors. He established that the knowledge management process is dependent on organisational culture in both the sectors.\(^\text{14}\)

Carl Hult in his study distinguished between two types of conflict, which independently of each other could be responsible for a decrease in organizational commitment. The main focus was on the hypothesized existence of conflicting values due to different systems of norms. The assumption made was that the central norms, values, and expectations in any particular work
organization, originate in a more general technical/economic system of norms; and that subordinated groups, supporters of left-wing values, those identifying with lower social classes, and union members all espouse other systems of norms, which are not entirely compatible with the technical/economic system, and that lower social groups are therefore likely to display lower organizational commitment than other groups. His study compared organizational commitment in six western countries: USA, Great Britain, New Zealand, Germany, Norway, and Sweden. The results of the study confirmed the existence of conflicting norms and that they have implications for organizational commitment. The most noteworthy finding of the study was that organizational commitment correlates with right-wing political values in five of the six countries. The study also identified and discussed the other similarities and differences between the countries.\textsuperscript{15}

Drumm McNaughton made an analytical study of organizational transformation, values that must be present and operationalised for organizations to successfully change, and the role that leadership has in facilitating that change. His study examined and analysed the values and guiding principles that facilitate an organization's ability to transform, qualities the leadership must possess and how leadership must function as catalysts to facilitate and energize successful, positive change.\textsuperscript{16}

Anthony Chiedu explored the relationship between perceived value congruence and organizational commitment. Treating perceived value congruence as a function of fit between personal and organizational actual values and organisation’s espoused and actual values the study was conducted among 420 technical professional employees of a multinational organization. The study concluded that perceived value congruence was related to organizational commitment.\textsuperscript{17}
Craig, Jon and Stephen attempted to establish a theoretical connection between a social/organizational influence (ethical work climate) and an individual cognitive element of moral behaviour (moral awareness). They tried to provide empirical evidence of the connection between organizational influences and individual moral awareness and subsequent ethical choices. Results of the study provided evidence that ethical work climate (EWC) is a primary predictor of individual moral awareness, and that the influence of social factors often overrides the effects of individual differences in a work group setting.¹⁸

David Rosete investigated the relationship between organisational values and performance management systems and the influence of that relationship on an employee's job satisfaction and commitment by surveying 325 employees from an Australian public service organisation. Respondents were classified into four main value types - Collegial, Meritocratic, Leadership and Elite, according to a typological theory of organisational values. Factor analysis of the performance management items revealed two core dimensions—compensation and developing an individual. Using identified value types and factor scores, the notion of congruency was developed. Independent group's t-test identified significant differences in value-human resource management congruency and organisational commitment. He concluded that organisational values are important organising principles in the designing of human resource management policies.¹⁹

Yan Ling, Hao Zhao and Robert A. Baron studied the influence of Founder-CEOs personal values on firm performance. The effects of two values held by founder-CEOs (collectivism and novelty) on companies' post-start-up performance were investigated by them. By integrating congruence and organizational lifecycle literatures, the authors hypothesized that the effects of both values are moderated by the company’s age and size, such that collectivism exerts stronger beneficial effects in older and larger firms, whereas
novelty exerts stronger beneficial effects in younger and smaller firms. Results of the study based on 92 small- to medium-sized enterprises demonstrated the influence of founders' values on new venture performance and highlighted the importance of considering organizational lifecycle for the understanding of the influence.\(^{20}\)

Paarlberg and Perry explored the process by which formal management systems foster the creation of shared organisational values addressing the basic question: ‘Can workplace values be managed?’ They made a comparative case analysis to find the differences in the relationships between installation practices of new performance management system and social values, across high performing and low performing work units. Their findings suggested that strategic values were motivating to employees to the extent that they reflect employees’ internal affective, normative and task-oriented values.\(^{21}\)

Pooja Purang in her article discussed the need for institutionalising the values of the organisation for achieving sharedness. She also opined that focusing on instilling and implementing values helps the organization develop a culture that enhances alignment of personal and organizational values, which is the road map to a high performing work culture. While culture of an organization is intangible but evolving an organization as a value driven one results in tangible gains. This alignment provides a work place to the employees that fulfills their values, needs and goals and hence enhances their commitment, loyalty and performance.\(^{22}\)

Cato Saele has made a cultural assessment of a New Zealand airline company in order to identify the perceived current and future preferred organisational culture and organisational values present in that company. The study also assessed how selected organisational members associated the present and future cultural and values preferred with organisational performance. The findings of the study showed a relatively close alignment between the current and preferred future organisational culture. The study also suggested that what
type of culture and which values may be conducive to success from a management’s point of view and also highlighted the perceived importance of commitment and ownership in creating a strong culture in the company.23

Chinwuba Okafor attempted to empirically determine the relationship between sharedness of organisational values among organisation members and organisational performance of companies quoted on the 1st Tier of the Nigerian Stock Exchange. He opined that lack of effective communication of basic beliefs and overriding values would impede organisational effectives and productivity. The study concluded that organisational values were not too strongly shared among organisation members and communication of the values was not effective.24

Leon Jacobus Nel investigated the shared values system as a basis for organisational culture to see whether the shared values are regarded as a source for competitive advantage. There was an attempt to determine the desired core and espoused values of the organisational culture within the MNC subsidiaries in Middle East, Africa and South Africa to see whether the different shared values provide the subsidiary the foundation for a competitive advantage. The study was based on the competing values framework (CVF) and included 24 shared values proposed by McDonald and Gandz (1992) The 24 shared values were superimposed upon the (CVF). The superimposed shared values on the (CVF) depicted the degree of cultural orientation that the subsidiary portrayed. The core dimensions of the (CVF) depicted four organisational forms – clan, adhocracy, market and hierarchy. The study concluded that the shared values are different in all the subsidiaries due to the different national cultures and the operating environments of the subsidiaries. Also the study found out that all the subsidiaries valued those shared values most that fitted into the clan and market culture quadrants with some elements of the adhocracy and hierarchy culture. The shared values were found to differ from the espoused values of the organisation to the extent that the organisation propagated to be flexible and market oriented.25
N.K. Natarajan and Dr. Dinesh Nagar conducted a study to explore if personal values of the employees would predict the perceived organisational values. They were of the view that once the employees understand as to how important the personal values are to them as a guiding principal in their life and once as how much they perceive their organisation to promote those values, it would result in organisational commitment. They also opined that personal values influence the way one perceived the environment. In the work setting, the personal values of an employee will influence the way the employee perceives the organizational values. The study concluded that clusters of personal values are significantly correlated with clusters of perceived organisational values.26

Totally 26 studies/articles have been reviewed related to the research topic. Of these some are related to personal values and some to organisational values. Only very few studies are related to shared values and its impact on job satisfaction and motivation of employees and performance of the organisation. From the review it is ascertained that the performance of the organisation depends on the shared values of the employees as a team and value congruence of the personal values and organisational values. Clarity about the organisational values and alignment of personal values with organisational values was found to be essential for the successful working of the organisations. Hence the present study is for understanding the perception of shared values of the select multinational IT organisations in Bangalore city, by their employees. The present study aims to ascertain the perceived impact of the shared values on the functional areas of sales, customer satisfaction, service delivery, profitability, etc.
OBJECTIVES OF THE STUDY

The following are the objectives of the study:

➢ To know the shared values and philosophy of select IT organizations in Bangalore City.
➢ To understand the respondents’ demographic factors.
➢ To study the relationship between value patterns and performance.
➢ Based on the findings of the study, to suggest measures for organizational effectiveness.

HYPOTHESES

Employee’s shared values do not have any impact on performance

METHODOLOGY USED

Sampling

The study has been conducted with a sample of 600 respondents. A sample of 40 each from each of the select 15 multinational IT companies where they held different positions, were drawn as respondents for the study.

Sampling Technique

Convenient sampling was used to collect the data.

Questionnaire

The data was collected through questionnaire consisting of three parts. The first part covered demographic and job profile variables. In the second part, 20 shared value variables with each value having two items, aggregating to 40 items was included. The third part covered performance indicators, viz., six variables.

Sources of data

a. The study has used both primary and secondary data. Primary data was collected through questionnaire.

b. Secondary data has been collected from various periodicals, research papers, journals, magazines, dailies and web sites of IT companies.
Tools of Analysis

- Analysis using Statistical tools like Average, Percentages etc.,
- Univariate Analysis - Frequency distribution, Mean Score
- Bi-variate Analysis - Cross Tabulation (using Process Executives vs. Manager as column) and the rest of the variables as row
- One Way Anova to test statistically significant difference on 20 shared value items and 6 performance items between Process Executives and Manager
- Bivariate Correlation was employed to know the relation that exists between Shared Values and Performance
- Multivariate Analysis- Factor Analysis was used to reduce dimension among 20 items and 6 items for both Shared Values and Performance respectively. Multiple Regression was used to find out the relationship and causal effects of Shared values on perceived performance
- Reliability Test was used to check the goodness of data

SCOPE OF THE STUDY

IT units in and around Bangalore city were covered by the study.

SIGNIFICANCE OF THE STUDY

Shared values are vital in any organisation for the simple reason that it is the collective contribution of the workforce that leads to the production or delivery of the targeted good or service. It is more vital in IT companies as they are involved in client service on a day-to-day basis. This study focuses on shared values that directly or indirectly impacts on the perceived performance of the workforce.

The following are expected from the study:

1. Ascertainment of the shared values and the underlying philosophy of IT organisations
2. The relationship between value patterns and performance
The results of this study are significant and relevant to Multinational companies where ‘People first’ strategy is involved. This would also prove true for all the organizations that have their own set of shared values which drive them to reach their goals.

**LIMITATIONS OF THE STUDY**

The following are the limitations of the study:

1. The study reckons only IT companies.
2. Since the study reckons values to fulfill its objectives, it is possible that the respondents’ views as to values and their adherence to the said values may have been coloured by personal feelings.
3. Values shared may have been overstated or understated slightly in spite of the best efforts of the organisation to be as objective as possible about them.
4. The professed philosophy of the organisations may appear slightly overstated or slightly understated when compared with practised philosophy.
5. The study takes into account only the perceived performance as against the actual measured performance.

**CHAPTERIZATION**

Chapter I: Deals with Introduction, statement of the problem, review of literature, objectives of the study, limitations of the study and the methodology of the study.

Chapter II: Presents the profiles of the select MNC IT companies considered for the study.

Chapter III: Exhibits Demography of the respondents who were the employees of select MNC IT companies.

Chapter IV: Deals with the analysis and the impact of shared values on the organizational performance.

Chapter V: Presents the findings of the study and offers suggestions to the multinational IT companies in Bangalore city.
REFERENCES
5. Mohammed Galib Hussain – ‘Personal values, personality and managerial behaviour – A study based on selected organizations”- Ph.D thesis submitted to Madras University (June 1991)


