CHAPTER - 3
WORKPLACE VALUES

3.1 Introduction

The purpose of this chapter is to converse the concepts related to values, classification of values, workplace values, organizational values, the significance of values for organization commitment behaviour (OCB). The chapter also highlights the operational definitions along with the impact of change in the globalised scenario on the workplace values.

In simple terms values are basic attributes preferred by each and every individual. Values are basic convictions with content and intensity that are judgmental. The content attributes focus on the mode of conduct while the intensity attribute tells how important the value is for an individual. It is a fact, that employees are hired with their attitude, behaviour along with skills, knowledge and abilities. The values of each individual vary with others and are also influenced by age, education, upbringing, environment and the group around. Hence values shared in workplace are different in terms of attitude towards job, involvement, adaptability, learning, sharing, commitment, supportive, risk taking and etc. Values are relatively stable over a period of time as most of them are acquired by elders, teachers, parents and also genetically inherited. Up bring and interaction with parents and teachers dictate desirable behaviour that is accepted in the society. Also over a period of time, situation, groups, environment modify and individuals refine their values [Williams, 1979].

Values are socially preferable mode of conduct expected by one another in workplace. Workplace prefers an acceptable standard behaviour in all individuals to have better understanding. Values have an impact on the perceptions, attitudes and behaviour of an individual which to a greater extent influence the decision making. Every individual has their own preferences which rank their values from most important to least important. This range of values will form the value system of individuals. The value system is not the same for all
individuals, as each individual is different in terms of beliefs and culture. Hence the expectations and priorities of employees at workplace fluctuate with respect to demographic factors, situation and environment. The behaviour, commitment and attitude demonstrated by employees at workplace are the results and reflection of the values held by individual employees.

3.2 Operational Definitions of Values

There are various definitions proposed by many authors. But Rokeach (1973) states that values are enduring belief that a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence.

- C.Kluckhohn (1954) states values as “a concept of the desirable, which influences the selection from available modes, means and ends of action.
- According to (F. Kluckhohn & Strodtbeck 1961), value orientations are complex but definitely patterned principles.
- Hofstede (1980) states values are broad tendencies to prefer certain states of affairs over the others.
- As per Schwartz and Bilsky (1990) values are concepts or beliefs pertaining to desirable end states or behaviours, transcending specific situations, guiding selection or evaluation of behaviours and events and ordered by relative importance.
- Further Schwartz (1992) modified by stating that value are criterion people use to select and justify actions and to evaluate people and events.
- As per the statement of Hechter (1993) values are general and durable internal criteria for evaluations.
- Schwartz (1994 a) refines that values are desirable trans-situational goal varying in importance that serves as a guiding principle in the life of a person.
The latest definition as stated by Verplanken and Holland (2002) is values are cognition that may define a situation, elicit goals and guide action.

From the above definitions it is clear and evident that values are desirable state of affairs of an individual that guides to react towards a group, situation, society, events. Values are the base for an individual behaviour, action and decision.

3.3 Classification

3.3a Milton Rokeach classification of values

According to Milton Rokeach two sets of values are identified, namely terminal values and instrumental values. Terminal values focus on the preferable end state of an individual in life. While the instrumental values focus on the way of achieving the terminal value. For example; if an individual has a terminal value of leading a happy life, the instrumental value is hardworking to achieve success, materialistic comforts and so on. The basic values held by all individuals belonging to a certain group are almost the same but varies with magnitude and priority. Individual holds values that are related to job, organisation, nation, family, environment, society and so on. The system which comprises all these values will be the value system for an individual which is not the same with all. Human values are classified as terminal value and instrumental values (Rokeach 1973). There are 18 terminal values and instrumental values according to RVS (Rokeach Value Survey).

Table 3.1: Terminal and Instrumental values in the Rokeach Value System

<table>
<thead>
<tr>
<th>Terminal values</th>
<th>Instrumental Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) A comfortable life (a prosperous life)</td>
<td>Ambitions (hardworking, aspiring)</td>
</tr>
<tr>
<td>2) An exciting life (a stimulating active life)</td>
<td>Broad minded (open minded)</td>
</tr>
<tr>
<td>3) A sense of accomplishment (lasting contribution)</td>
<td>Capable (Competent, efficient)</td>
</tr>
<tr>
<td>4) A World at peace (free of war and conflict)</td>
<td>Cheerful (light-hearted, Joyful)</td>
</tr>
<tr>
<td>5) A world of beauty (beauty of nature and arts)</td>
<td>Clean (neat, tidy)</td>
</tr>
<tr>
<td>6) Equality (brotherhood, equal opportunity for all)</td>
<td>Courageous (Standing up for your beliefs)</td>
</tr>
<tr>
<td>7) Family Security (taking care of loved ones)</td>
<td>Forgiving (willing to pardon others)</td>
</tr>
<tr>
<td>8) Freedom (independence, free choice)</td>
<td>Helpful (working for the welfare of others)</td>
</tr>
<tr>
<td>9) Happiness (contentedness)</td>
<td>Honest (Sincere, truthful)</td>
</tr>
<tr>
<td>10) Inner Harmony (freedom from inner conflict)</td>
<td>Imaginative (daring, creative)</td>
</tr>
<tr>
<td>11) Mature love (Sexual and spiritual intimacy)</td>
<td>Independent (self-reliant, self sufficient)</td>
</tr>
<tr>
<td>12) National security (protection from attack)</td>
<td>Intellectual (Intelligent, reflective)</td>
</tr>
<tr>
<td>13) Pleasure (an enjoyable, leisurely life)</td>
<td>Logical (Consistent rational)</td>
</tr>
<tr>
<td>14) Salvation (saved, eternal life)</td>
<td>Loving (affectionate, tender)</td>
</tr>
<tr>
<td>15) Self-respect (self esteem)</td>
<td>Obedient (dutiful, respectful)</td>
</tr>
<tr>
<td>16) Social recognition (respect, admiration)</td>
<td>Polite (courteous, well mannered)</td>
</tr>
<tr>
<td>17) True friendship (close companionship)</td>
<td>Responsible (dependable, reliable)</td>
</tr>
<tr>
<td>18) Wisdom (a mature understanding of life)</td>
<td>Self-controlled (restrained, self discipline)</td>
</tr>
</tbody>
</table>

Source: Rokeach’s Value System

Instrumental values are moral values and competence values. Competence values are analytical, initiative and risk taking while, moral values are interpersonal means of behaviour such as co-operative and understanding. Terminal values are classified as personal and social.
values. Personal values are concerned about end states which are self-centric in nature. Examples are self esteem and self dignity. Social values are socially intertwined values with holistic approach that determines equality one among all. Seven significant factors are identified by Rokeach (1973) which provides a holistic view to understand the behaviour of individuals. The factors are as follows:

Table 3.2: Rokeach’s factors of values

<table>
<thead>
<tr>
<th>1) Immediate gratification</th>
<th>Delayed gratification</th>
</tr>
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<tbody>
<tr>
<td>Ex: Pleasure comfortable</td>
<td>Ex: Self-control, wisdom</td>
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<table>
<thead>
<tr>
<th>2) Competence</th>
<th>Religious Morality</th>
</tr>
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<tbody>
<tr>
<td>Ex: Intellectual, logic</td>
<td>Ex: Helpful, forgiveness</td>
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<tr>
<th>3) Self constriction</th>
<th>Self-expansion</th>
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<tr>
<td>Ex: Honesty, disciplined</td>
<td>Ex: Open minded, capability</td>
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<tr>
<th>4) Social Orientation</th>
<th>Personal Orientation</th>
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<tbody>
<tr>
<td>Ex: Social equality, Social security</td>
<td>Ex: Self respect, true friendship</td>
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<table>
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<tr>
<th>5) Societal security</th>
<th>Family security</th>
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<tbody>
<tr>
<td>Ex: Supportive, equality</td>
<td>Ex: Responsibility, commitment</td>
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<tr>
<th>6) Respect</th>
<th>Low</th>
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<tr>
<td>Ex: Self dignity, recognition</td>
<td>Ex: Caring, affection</td>
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<table>
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<tr>
<th>7) Inner directed</th>
<th>Others directed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ex: Bold, confidence</td>
<td>Ex: Helpful, Humbleness</td>
</tr>
</tbody>
</table>

Source: Rokeach’s Value System

3.3b Hofstede’s classification of values

The classifications on values proposed are as follows:

- Restrictive conformity means actions that are unacceptable and likely to hurt others.
- Pro social, this is concern about other.
• Achievement which means accomplishments with talent, skills and competencies.
• Security is safe and stable relationship with groups or society.
• Self direction means self exploring, decision and action/response.
• Maturity is appreciating, understanding the environment around.
• Enjoyment is joy, fun and pleasure.

3.3c Schwartz’s Value Theory and Classification

Schwartz value theory proposed by Schwartz (1992, 1994a) modified the Rokeach’s (1973) theory. Among 36 values identified by Rokeach, Schwartz eliminated 11 values which did not satisfy the criteria of cross culture. Also, values related to power and traditions were included. The definition quoted by Schwartz (1992) sees values as goals of any individual. He justifies values as goals because values serve the interest of an individual group (Schwartz, 1994a). Values meet the response of important universal requirements such as individual needs as biological organisms, co-ordination for social interaction and needs for good functioning (Schwartz, 1994a). As per the motivational aspirations of individuals (Schwartz, 1994a) has proposed ten basic values namely benevolence, security, tradition, universalism, conformity, achievement, self-direction, hedonism, stimulation and power.

• Conformity: Values as politeness, respecting elders and parents, caring, obedience, self discipline reflect conformity. These values help to maintain good interpersonal and social relationship among groups and society by avoiding actions that harm the others concern by meeting the social expectations of each other (Schwartz 1992).
• Tradition: Human values as humble, respect, respecting customs, beliefs, moderate and accepting one’s proportion of life dictated by a particular culture are the values that demonstrate tradition (Schwartz 1992).
• Benevolence: Benevolence is the symbol of showing interest of social affiliation towards human need and interaction which are essential for individuals, groups and
society. These values enhance the relationship among individuals that serve social
security and welfare (Schwartz 1992). Benevolence includes helpfulness, affection,
honesty, true friendship, responsibility, mature love, forgiveness and loyalty.

- **Universalism**: Universalism can be seen in equality, unity of nature, world at peace,
environmental care and wisdom. These attributes are essential for better living in the
society. Universalism results in safeguarding the interest of individual and society,
welfare of individual, mutual appreciation and understanding among each other.

- **Self direction**: (Schwartz 1992), The value items that come under self direction are
autonomy, creativity, choosing one’s own goals, self respect and curiosity. These
values result in individual’s capability of taking independent decisions, action without
the support of others as they are competent and perfect in doing so. (Kohn and
Schooler 1983)

- **Stimulation**: Value items as exciting life, a varied life that bring excitement, new
avenues of exploring dimensions of life, changes that break monotony, creates new
life to keep motivated are values of stimulation. (Schwartz 1992, 1994a)

- **Hedonism**: Value items as enjoyment of life, pleasure that bring self satisfaction for
individuals to keep themselves happy and also turn the society into a better place are
values of hedonism.

- **Achievement**: Achievement is a state of satisfied mind required for survival and
successful life in the society. Value items that reflect achievement are capable,

- **Power**: Power values denote need for dominance, controlling resources, attaining
social status and prestige in the society. The value items that denote power are wealth,
social recognition, authority, social power, maintaining public image (Schwartz
• Security: A universal requirement is derived from the group/individual to live in safe and comfortable environment such as harmony, stability of the economy/society. (Schwartz 1990). Eg: Family security, sense of belonging, national security, cleanliness, good health, reciprocation of favours.

Spirituality is one of the values that is derived from the inner harmony and sense of oneness with individual. Though (Schwartz, 1992) has provided comprehensive framework on the value system, one major limitation in that it does not include work related values, parenthood and other values.

Individual values portray the psychological dimensions of comfort, ease, disagreement experienced in the direction of accomplishing different milestones in life (Schwartz 1992). Schwartz (1994b) has proposed culture level values, which address the issues and regulate the human behaviour in the society which are considered as acceptable norms of attitude.

The identified culture level value dimensions are as follows:

• Embeddedness: Also identified as conservatism gives importance to maintain congenial social relationship among each other by avoiding actions and behaviour that hamper human relations.

• Intellectual autonomy: Desirability of an individual to use one’s own intellectual skills, knowledge, abilities, ideas and decisions independently is known as intellectual autonomy.

• Affective autonomy: Affective autonomy is reflected in an individual’s aspiration towards acquiring emotions that are positive in experience.

• Hierarchy: Hierarchy demonstrates discrimination, unequal distribution of resources, position and power.

• Egalitarianism: Egalitarianism denotes transcendence of selfish interest in favour of voluntary commitment to promote welfare of others.
• Mastery: Mastery focuses on getting things ahead with self interest, commitment and involvement.

• Harmony: The attitude of aligning one’s interest to the expectations of a group, society and environment is harmony.

Comparing the values proposed by Hofstede and Schwartz there are values which are positively related well as negatively related too. In general values focusing on individual interests are quite opposite to that of collective interest. To summarize, values that reflect individual interests are achievement, power, hedonism, self direction and stimulation. Value that emphasis collective interests are benevolence, conformity and tradition. Universalism and security serve both self as well as collective interests.

Workplace values are also classified as;

• Intrinsic values
• Extrinsic values
• Altruistic or Social values
• Prestige or status values

Intrinsic values are intangible in nature. Psychological factors of the job such as, being creative, innovative, interesting and challenging task, opportunity to continuous learning are a few intrinsic values. (Elizur 1984; Ros et al 1999; Finegan 2000; Lyons et al 2010; Ryan and Deci 2000; Jin and Rounds 2012; Schwartz,1999; Dawis and Lofquist 1984). The extrinsic values focus on the tangible rewards and outputs. These are job security, pay, benefits, status, opportunities for growth and advancement. The altruistic values are the social values associated with the role that establish social and interpersonal bonding among the stakeholders and the environment. These values include opportunity to contribute to society, relation with peer workers and other superiors. The prestige or status values are concerned with influence, status, power of the position.
3.4 Importance of values in workplace

Values play their significance at societal level, organisation level and individual level in an integrated formula (Hofstede, 1980). Individual values are reflected partially at the organisation level in areas as, distribution of resources, decision making, setting objectives and so on (Rokeach, 1979). Individual values in alignment with organisational values as respecting the policy, vision, mission, integrity, commitment, organisation ownership, social concern, stockholders concern, serve as competitive advantage for an organisation for long term sustainability in the present competitive scenario. Hence successful organisations are those which have developed and experienced the culture of shared values, wherein the values of the organisations and the values held by its employees are the same (Peter and R Waterman, 1982). Values held by employees influence the behaviour in organisation. The various factors influencing values are discussed below:

- Experience and Age: The psycho-social environment experienced by individuals in the childhood, upbringing, and adulthood influence their values. Children possess values different from their parents as events and changes in the socio-economic status during adolescence and adulthood are not the same (Schuman and Scott, 1989). According to (Inglehart, 1990), the economic status of a nation influences the value system in the citizen of the nation. Also importance and rising emphasis on education, technological advancement, social norms and economic challenges have enhanced the importance of values of belonging and self realisation. Historical events experienced, physical aging and life stage impacts the values in individuals (Schwartz 2005). Along with these factors the social roles and responsibilities acquired in the progressive career stage influence the values held (Super 1980). Generally, senior individuals have the high concern to values as conformity, security and tradition while
young generation value stimulation and hedonism but not self direction (Schwartz et al 2001)

- Education: The importance of education imbibes certain values in individuals by its nature of modifying the attitude and behaviour (Inglehart, 1990). Generally, education is negatively related to conservation values as tradition, security and conformity while positively related to openness to change values. Formal education in individuals encourages flexibility due to the presence of knowledge, skills and abilities in coping to the challenges. Intellectual ability increases the competence of individual that provide good number of opportunities to be explored (Schwartz 2005).

- Gender: As a fact, the society in which individuals exist socialises and expects male and female to play different roles, hence the value priorities also vary (Rokeach 1973). According to the study of (Schwartz and Rubel 2005) male have high concern with values related to self-enhancement (Achievement, power, position) and openness-to-change compared with women. But by nature, women value benevolence and universalism (self transcendence) in contrast with men at a moderate level (Rokeach 1973).

- Occupation: Individuals select different life roles based on their value system and value fulfilment (Kahle 1996). Working environment imposes employees to behave in an expected framework where in individuals modify their values according. Also life events, situations and opportunities experienced imposes individual to change their behaviour (Schwartz 2005). Individuals upgrade certain values in their life time, based on the ease of attainment of those values while on the other hand those values which are challenging to acquire are downgraded.

Employees with well structured organisations with formal rules, span of control, high task, specialisation and chain of command (centralised work environment) insist employees
value high on security concerns and materialistic rewards (Agyris 1957). Employees holding jobs that are independent in nature have high value concerns related to self direction such as flexibility, self decision and autonomy.

Based on the occupation, the organisations concept of managing the resources and coordinating the resource vary in terms of hierarchy, communication flow, allocation of resources, decision making and reporting system. Working environment can be, investigative, realistic, conventional, social, enterprising and artistic. What so ever the work environment is, employees prefer to work in environment that provides an opportunity to use their skills and knowledge and express their values (Holland 1997). For instance individuals with values of achievement, accomplishment, status, money and power enjoy job which have the nature of management, enterprising and sales. Whereas, employees with conventional values as depending on others, earning money prefer and enjoy predetermined well structured tasks and secured jobs.

- Knowledge sharing: Learning and sharing knowledge is a significant organisation culture and a routine social activity to disseminate the rich expertise and ideas to others in the workplace (Nonaka, 1994; Ryu, Ho and Han 2003). Sharing essentially requires the act of communication and interaction with open mindedness that is reflected in the cultural norms and values of an individual (Gudykunst and Ting Toomey 1988). Organisations benefit in various folds in the culture of practising knowledge sharing as it provides rich inputs to employees from expertise in their specific domain, communicates the mistakes that can be avoided, problems faced, decision making and risk taking. The culture of learning from failures across domains avoids other to experiment. Such organisations which learn continuously to excel in this competition are known as learning organisation (Edmondson, 1996).
(Schwartz 2005) individuals with values such as universalism and benevolence have a positive attitude towards sharing information with others while, individuals who value self-achieve, self-interest, power, authority never encourage sharing of knowledge to their peers or others with the intention of securing their power or position.

- Ethical Behaviour: The culture of the society and the society in which the individual exists influence the values held by its members. Accordingly, the ethical behaviour of an individual is the output of the beliefs, values and the culture. Values are inherited, acquired by training, observation, parents, friends and teachers. Values drawn from different sources have different priorities. Culture of different countries influence the values, time, money, punctuality, discipline, perfection, change, commitment, ethics, social concern in varying frequency as influenced by the culture and the society they belong to (affiliation, loyalty, dependence, proactive). For example, Indian employees are known for loyalty, social concern and reactive to new challenges (Hofstede, 1980)

- Generational cohorts: Values change with generational group to which an individual belongs to. The reason for these changes are the influence of the society, economic challenges, opportunities prevailing, constraints experienced while that particular generation has raised up. US have divided its workforce as Veterans, Boomers, Generation Xers and Nexters based on the period of entry of workforce. Nexters entered the workforce after 2000, Xers between 1985 and 2000, Bommers have their foot step from 1965 to 1985. While the early entry between 1950 and 1960 is occupied by the Veterans.

With reference to the Indian context socialist grew up in the post independence period are loyal to their organisation, hardworking, sincere and committed. They respect formal authority, job and their organisation to the fullest with least priority to comfortable life.
Liberals (entry after liberalisation) prefer materialistic, comfort, power, competitive salaries, fast growth and work life balance. There are not ready to compromise on their personal interest. Xers have experienced the impact of globalisation, advancement in information technology. This group prefers social network, team oriented, flexibility to balance between career and personal life.

The young dynamic entrants are the millennial, known by several names as Netters, Nexters, Gen Y have high expectations. This group are technological strong, prefer virtual interactions and hence cling to social media, avoid face to face interactions and prefer electronic communications.

3.5 Impact of environment on workplace values

The value structure of an individual is expected to be stable as values are the outcomes of human conditions. Values are inherited and also acquired in life time. The reasons for transformation in value system are accounted to individual response to the changes in the social, cultural, political, technological, economical environment experienced. Employee values are influenced by the dynamic changes of the internal and external environmental factors. Individual resist organisational changes because it affects their normal well being. Fear of coping with new challenges, new group, task, technology, economy, structure, roles, position and responsibility certainly creates stress that directly impacts the values of employees held by them as well as shared by them in the workplace [Coch & French, 1948, Ashford, 1988].

Workplace values such as fast learning, proactiveness, continuous learning and sharing, transparency in business process, communication styles are very important for any organisation to reach its accomplishments. Smooth flow of essential information at the right time to right place enhance understanding among employees to streamline their minds and energy towards better results [Hofstede, 1998].
Change is an inevitable scenario in the present dynamic globalised market. Adaptability to cope with change is connected with attitude and values held by an individual. Attitude and value have an impact on the perceptions and how an individual interprets the surrounding environment (Rokeach, 1973). Organisation change in response to the technological, socio-economical, political legal changes is related to the behaviour of employees which influences the employee attitude and in turn the values and social norms held by employees (Rokeach 1979).

Employees with high resistance to change find it very challenging to adapt changes at the working environment. As they are not flexible the probability of quitting their job is quite high (Banas and Wanberg 2000). On the other hand employees who readily cope up with change have accesses to various opportunities and hence excel (Armenakis et al 1993). Positive attitude towards organisation change is directly linked to the intrinsic, extrinsic as well as the career outcomes (Banas and Wanberg 2000).

Schwartz’s theory (1992, 1994a) Individuals with conservation values related to tradition, security, conformity can be predicted to resist change and such employees demonstrate negative attitude. Whereas employees with values as self-direction, stimulation, openness to change, show positive attitude and see change as an opportunity for advancement. Also individuals with values of benevolence, universalism and hedonism adapt to the organisational change as these individuals possess the attitude of sacrificing short term personal interests for the long term benefits of the organisation.

3.6 Organizational values and culture

Competing in the present global scenario with diversified culture the concept of workplace values plays a vital role. Values held by employees at workplace gains importance since they are building blocks of any organisational culture [Schein 1985, 1999]. It is also every interesting to understand how employee culture and values of different nations interact
to produce profitable practices in this globalised era. Culture varies globally and so is employee values embedded in the diversified workforce. Understanding the impact of values on workplace behaviour and attitude in very essential [Hofstede, 1980]. Organisational culture is a practice that organizes the workplace behaviour which is demonstrated by mutual understanding, appreciating each other presence in interest with requirement of the organisation goals. The culture of shared values enhances co-ordination and collaboration among the members of the organisation which results in an organisation behaviour that promises high performance.

Culture is a set of predetermined norms an individual adapts in the society. Accordingly values are desirable conduct developed and expected by the members of the society for a meaningful interaction (Inglehart, 1990). Culture changes with changes in technological, environment, socio-economic and political environment. This in turn pushes the impact on the ecological factors, obviously values too get disturbed. The concept of shared values between citizens of different nations has benefited cross cultural interactions in this globalised economy. Values provide better insights to understand cross cultural challenges while working with diversified workforce, crossing boundaries with different ethnic groups.

3.7 Relationship between values, attitudes and behaviour

Values are inborn, learned, adapted and acquired, hence they get modified to the influence of individuals, groups, situation, organisation, culture and the society in which the individual lives (Hofstede, Schwarz, 1993). Families, social group and organisation build and modify the values of the stakeholders [Hechter, 1993]. The past experience of an individual, the situation faced, the challenges experienced are the foundations for values. Personality traits are stable patterns of feelings, thought or action that describes “what people are like” while values are goals that explain “what people consider important” [Knafo, Schwartz, Roccas & Sagiv, 2002]. Also personality traits are highly stable and never change
(Goldberg, 1988). While values can be modified by the influence of individuals, group, situation, experience, environment, self awareness and self-confrontation (Rokeach, 1973). Essential factor for a meaningful existence of all individuals are social needs. Individuals socialise for various reasons starting from the most basic physiological requirements up to self actualisation. But the frequency and magnitude of social concern varies with each individual. This in turn impacts the values of individuals (Super, 1995). Human values strive to satisfy the needs and hence values and needs go hand to hand. [Rokeach, 1973].

As the hierarchy of needs keeping changing, the same happens with human values. Hence a clear co variation exists between the human values and the personality traits. The maturity levels in individuals to a greater extent reframe and refine the individual values. Human values get transformed to a significant level during movement of childhood towards adulthood, as at this stage individuals observe, evaluate and analyse the social networks in which they operate. Mutual co-operation and understanding is experienced to appreciate each other’s values [White, 1993]. During the adulthood values get freezed and are stable due to the maturity level of individuals [Rokeach, 1973]

Values, behaviour and attitudes are co related to one another and influence each other. Situational factors, environmental parameters impact on these attributes of individuals. But still, even with such type of integration the relationship between behaviour, attitudes and values is not direct in nature. Even though there exist a relationship, the magnitude is not appreciable due the influence of other factors (situational). It is very difficult to predominantly justify the dynamics between values, behaviour and attitudes. More often the situation experienced has a significant impact (Feather 1996). It is also observed attitudes and behaviour fluctuate based on competing values. (Tetlock, 1986).
3.7a Values and attitudes

Both values and attitudes are interrelated, the basic distinguishing factor is attitudes are in concern with a particular individual (Kluckhohn, 1954). Attitudes focus on particular situations and objects. Undoubtedly, values and attitudes have an impact on individual’s perception, priorities and interpretations. For instance, individuals with reserved nature and value show negative attitude towards minority groups (Lambert and Chasteen 1997). As individual’s attitudes, beliefs changes the values held also change (Feather 1996). For instance an individual with time management as value is very efficient and organising to accomplish the goal before time, while a group that values quality of performance demonstrates a different attitude towards job. But same attitude of different individuals may not be for the same motivational value (Rokeach, 1973).

3.7b Values and Behaviour

Human values are the base for an individual behaviour. The selection, rejection or evaluation of human behaviour or behavioural patterns are based on the values held. For instance values such as delivering defect less performance induces a behaviour that is commitment oriented (Gollwitzer 1996). Individual’s behaviour is in accordance with their values because there is a requirement to maintain consistency between one’s actions and beliefs (Rokeach 1973). Values also act as yardstick to evaluate decisions and behaviour (Willams 1979).

A particular behaviour may be the result of more than one value (Bardi and Schwartz 2003). For example, behaviour such as protecting trees may be due values as universalism, tradition, stimulation, environmentally friendly (Schwartz, Sagiv and Boehnke, 2000). As the importance of certain value in high, the chances of frequently evaluating the gap between the desired and directed value is common, to ensure there is least gap or timely modification’s that can be reinforced.
3.7c Values and Organisation behaviour

Individuals evaluate, select career in line with their strength, interest and values (Feather, 1982) It is empirically proved that individuals with values similar to that of their organisational values are highly involved and also are satisfied with their roles. This in turn results in higher efficiency. For instance one who values creativity will obviously like creative jobs rather than monotonous routine jobs. (Weeks & Kahle, 1990)

Individuals concerned with personal gain tend to take and respect unethical decisions to acquire power and position. This is reflected in the day to day decisions and discrimination can be observed in areas such as allocating resources, recruitment and promotion opportunities, (Feather, 1995; Mumford, et al 2003). But the contrast is also true. Employees who value social relationship, mutual concern are bound to take up ethical decision in their roles with a view of providing justice to the stakeholders of the organisation. The social network maintained by an individual, the inputs and guidance received from the members influence the behaviour, attitude towards the job, organisation and also the decisions taken. (Smith, Schwartz 2002).

Individuals possessing pro-social values are co operative in nature. Such employees understand and appreciate the concern of peer workers and share resources for the overall accomplishment of the organisation. Such managers are very caring, flexible, supportive, co operative, helping, risk taking and problem solving. This attitude in employees is called as organisational citizenship behaviour (Organ, 1988). Also, it is evident that employees with high benevolence value and low priority for power values demonstrate co operative behaviour in the workplace (Schwartz 2005).

Personal values of employees and workplace values are highly positively related. The workplace attitude are the reflection of personal values Employees with strong ethical
concern are very cautious while taking any decisions and see that the decisions are in line with compliance of the organisation policy.

Norm is a behavioural yardstick expected in a social setup and is an obligation to meet the expectation of the members. Social norms are claims and expectations of the group members. Hence norms, whether personal or social norms influence the behaviour of an individual (Schwartz 1992). Co-operating, guiding others, caring, helping are values which are known as altruistic values which govern the social norms.

3.8 Values and Workplace

Earlier to globalization, the nature of organisations were relative stable where aligning employees to the requirement of the job was sufficient to be successful. But, the dynamics of the economy is not the same after liberalisation, privatisation and globalisation. The dynamic nature of the economy demands employees to be highly proactive with flexibility and ability to continuous learn and apply. Hence how to align the employees behaviour to the fluctuating nature of the present business need can be achieved by following the culture of person job fit and person organisation fit.

3.8a Person-Job fit

Holland’s person job fit theory proposes that aligning the employee personality (characteristics/traits) to the requirement of the job is essential for expected outcome. Holland has proposed six personality types namely realistic, conventional, enterprising, social, artistic and investigative.

Matching the employee trait with requirement of the job can derive job satisfaction, better outcome, reduced absenteeism and reduced labour turn over. The employees get engrossed on their roles as there is mutual alignment between the requirement of the job and the job holders attitude and values. Individuals who are highly social (extroverts) can be better performers in jobs as customer relationship, sales executive, travelling and interacting.
Similarly employees with conventional mindset can enjoy realistic jobs. Hence employees in roles that are in congruence with their traits/preferences are successful to deliver high performance.

3.8b Person-organisation fit

Advancing further is a stage, where one establishes a meaningful bondage between the culture of the organisation and the values held by its member. Hence matching the employee skill set with requirement of the job has been takeover by matching the values of employees with the organisation values and culture. Employees with similar values to that of their organisations are highly attached and committed towards the organisation goals due to congruence that exists.

Values highlight the attitudes, beliefs and behaviour owned by individuals towards their tasks, department, peer, team members and the organisations. So, when employees see that their values and organisation values are similar they are attached and highly involved. This should be the criteria during the hiring and the selecting process in order to ensure the policy of right people at right place.

3.8c Values and Global Culture

The culture, beliefs and the society of an individual influences the values, attitude and behaviour. Values are acquired by formal training, education, also the other source are from the society and culture. In Indian scenario, values are imbibed from society, family stress on affiliation and social obligation. While training focus on importance towards formal rules and procedure. Due to this gap between Indian culture and western culture the workplace values of Indian employee’s experiences a friction many a times in regard to the ethical issues/concern.

Indian managers have higher concern towards social values, loyal, sense of belonging and are reactive to uncertain changes in the environment .In contrast, managers of Canada,
UK and United States are proactive in nature. The Indian manager’s experiences clash between their personal ethical beliefs to that the workplace norms. (Hofstede1980).

US managers are result oriented and do not value social obligation and seniority. Chinese managers have priority on social concerns and obligation. Seniority is respected, with centralised decision making and less of specialization. Social relationships are valued in the Chinese system.

The managers of Thailand are polite, soft, humble and give importance to oral communication. They are professionally well mannered following the protocol of the organisation and give respect to their seniors. They seek to maintain long term relationship and are adjustable to the situational challenges (situation oriented). Thai managers dream big with a long term perspective. They collaborate to support each other at workplace. They are highly social in nature maintaining a good rapport with friends, family and members at workplace. Priority of money, materialistic comfort, promotion is limited compared to social concerns.

In the globalised economy understanding the value system of diversified workforce from different culture helps one to predict the behaviour of employees. Hofstede (1970) assessed workplace values with different cultures in 40 countries. The samples were IBM employees. It was clear from the study that managers differ on basically 5 value dimensions namely, power distance, Individualism v/s collectivism, long/short term orientation, masculinity v/s femininity and uncertainty avoidance.

Managers with low on uncertainty avoidance accept ambiguity, flexible to adopt changes, initiative to take risks and are informal (fewer rules oriented). Long term oriented managers focuses on sustainability are formal and standardised. Organisations following high degree of masculinity reserve roles with power and control for male employees and discriminate the female employee to climb up to such positions. Managers who prefer to
work in group, network themselves with new interactions, build strong social networks and are rated highly on collectivism. Managers with high degree on power distance prefer unequal distribution of power and wealth.