CHAPTER - 2

LITERATURE REVIEW

The objective of this chapter is to discuss the concepts pertaining to workplace values, organizational values, organization commitment behaviour (OCB) and their significance to the organization efficiency. In depth literature review on these concepts using secondary data have supported this study to have a better understanding on the previous research done. Intensive review is the base to frame the objectives of the study and identify the variables for designing the survey instrument, namely the questionnaire.

2.1 Banks and workplace values

Muslim Amin, Zaidi Isa, Rodrigue Fontaine (2013) have examined the relationship existing between customer satisfactions, image of the bank, trust held by the customers and customer loyalty towards the Islamic banks. The difference in the perceptions of Muslim and non-Muslim customers with reference to customer satisfaction, trust, image and loyalty is also focused. Quota sampling technique is used to collect the data from the banking customer’s. A strong association among the variables and a significant variation of perception is observed between the two groups.

Dr Mrs.Edwinah Amah (2012) explored the effect of corporate culture on organizational effectiveness in the Nigerian banking industry. The findings concluded that even though there is no relation between adaptability and productivity, adapting to the emerging changes can benefit the organisation in increasing the market share and profitability. Shared values and mission which are the core components of corporate culture has a very positive and significant impact on the productivity, productivity of any firm. This in turn contributes to enhanced organisation efficiency and excellence in a long run. Sharing the organisation values and the mission brings exponential improvement in the employee involvement and commitment, hence align the employee’s strengths in the concern of the organisation. Along
with this it is also required to minimize cost, involve employees in the decision making process for better outcomes.

**Akinyemi Benjamin, Iornem David (2012)** evaluates the sensitivity of the Nigerian banking employees towards affective, normative and continuance commitment for the organisation. HRD climate, organisational commitment, affective, normative and continuance commitment are measured using a pretested questionnaire. A positive relationship existed between HRD climate and Organizational Commitment.

**Akinyemi Benjamin (2012)** the objective of the researcher is to investigate the relationship between the human resource development climate and its impact on organisational citizenship behaviour and voluntary turnover intentions among the employees of Nigerian banks. A significant association existed between human resource development climate and organisational citizenship behaviour while the reverse is true with organisational citizenship behaviour and voluntary turnover intentions.

**Md. Tofael Hossain Majumder (2012)** identified the dissatisfaction of private bank employees in Bangladesh with the HRM practices followed. The employees were not happy with respect to the top management policy, job design that focused on the roles and responsibilities, training and development initiatives, compensation system and opportunities for growth and development.

**Eliza Sharma, Dr.Mukta Mani (2013)** examined the CSR initiatives undertaken in the commercial banks in India with help of annual reports.CSR activities focused in the study included women welfare, community welfare, rural branch expansion, environment protection, priority sector lending, financial literacy , education and farmer welfare. The public sector banks proved the highest contribution towards CSR in meeting the concerns of the society, while the private and foreign banks are far behind with not remarkable contribution.
Shilpi Singh (2013) the author has focused on the importance of Human Resource Development in Indian Banks to meet the demands of the growing competition and the global challenges. The initiatives taken by Indian banking Associations highlighted in the study is, Staff Training Colleges; National Institute of Bank Management, Pune; Banking Service Recruitment Boards, Indian Institute of Banker, Bombay; Indian Bank Association, Bombay are discussed. Interviews are conducted with trainees .Significant HRD activities in various banks are brought in to limelight .A few of them are, RBIs communication strategies to sharing the values among all the concern, training programmes conducted by the Punjab National Bank and Bank of Baroda.

Raja M. Akbar, Aisha Akbar (2012) have proposed a model with eight essential HRM competencies required in the banking sector. The variables included in the study were bank's perceived performance taken as dependent variable .The independent variable were as follows ; change steward and culture , HR expert , credible activist , talent manager , business partner , management and leadership competencies and lastly organization designer. The model indicates a strong influence of the each competency towards the banks performance.

Niaz Ahmed Bhutto ,Minhoon Khan Laghari , Falah-ud-Din Butt (2012) examined the relationship connecting organizational climate and job satisfaction with special reference to banks in Pakistan. Executives of private, pubic also including foreign banks comprised of ninety respondents were the sample for the study. Job satisfaction and organisation climate is ranked most suitable in the foreign banks followed by private banks and least with the public sector bank.

Muhammad Zeeshan Shaukat, Dr.Aslan Amat Senin ,Ishfaq Ahmed (2012) examined the factors contributing to job satisfaction in Pakistani banks. Perceived Organization Support (POS) and Leader member exchange (LMX) are the factors under study to examine their
contribution towards Job Satisfaction. Also, the outcome of job satisfaction is measured in terms of OCB (organization Citizenship Behaviour). The findings of the study indicated that supporting factors of employees in the organization as good working conditions, incentives and perks positively influences the job satisfaction. Along with these intangible benefits the relationship between the stakeholders, the rapport maintained significantly contributes to job satisfaction. Ultimately this attitude of satisfaction results in a behaviour known as OCB (Organization citizenship behaviour).

**Dr. Adil Zia (2015)** The study highlights the effect of transformational leadership on job contentment, employee turnover and organizational commitment in Saudi Arabia banks. The outcome of the study indicated that a negative relation between the job satisfaction and turnover. Hence, satisfied employees had least or no intention of quitting the organization. Employees with overall satisfaction were committed to organizational goals. When it comes to the commitment level, the age and gender had no impact. Education level of the employees had an impact on the satisfaction level but not on the commitment level. The nature of employment (permanent, temporary) had an impact on the satisfaction level. Overall experience had an impact on the organization commitment. Age of employees, length of experience had no impact on the job satisfaction and the turnover intention.

**Ismail Khan et.al. (2013)** with the support of Herzberg’s two factor theory the study has made an attempt to understand the importance of extrinsic and intrinsic rewards in Pakistani commercial Banks. Job performance and job satisfaction are analysed. Authority, security, social service, ability, moral values utilization, variety and activity were the intrinsic rewards considered. The factors of extrinsic rewards are advancement, recognition, supervision, co-workers cooperation and human relations. It is clear from the study that the rewards provided in the organisation motivate the employees for enhanced job satisfaction that in turn improves
the overall performance of the banks, hence there is a positive correlation between the rewards, job satisfaction and organisational performance.

Shaheen Ahmed, Md. Nokir Uddin (2012) have studied the factors contributing to job satisfaction in the banking sector of Bangladesh. The bank under investigation is Janata Bank Limited. In general the job satisfaction of any employee depends on facilities as rewards, salary, supervision, operating procedure, co-worker, promotion, nature of work, benefits, supportive working environment and communication etc. In this study apart from these factors attitudes of supervisors, nature of work and communication system supporting the operations are also considered. Descriptive statistics as mean, SD, parametric test as t test are the statistical tools used to analyse the data. The findings indicate employees have shown dissatisfaction with the benefits, promotion and salary, but satisfied with operating procedure, reward, communication system, supervision, co-workers and nature of work.

Fatima Bushra, Ahmad Usman ,Asvir Naveed (2011) The study examines the relationship between transformational leadership, organizational commitment and job satisfaction in the banking sector employees belonging to Lahore. The findings indicated that transformational leadership impacted positively on both job satisfaction of employees as well as organizational commitment.

Dr. Nadeem Ahmed, Anwar Rasheed, Khawaja Jehanzeb (2012) The current dynamic banking sector is exposed to various challenges, in spite banks stretch and channelize their strengths to reach out the customers’ expectations. One such culture is the Organizational Citizenship Behaviour. The authors have developed a model to understand the relation between OCB, employee engagement, HRD climate, job satisfaction and commitment. The factors considered for employee engagement are distributive and procedural justice, job characteristics, rewards and recognition, perceived organisation and supervisory support. It is evident from the model that employees deliver high performance with presence of factors
promoting organisation citizen behaviour and such employees have lesser intention of quitting the job too as they have aligned their interest with that of the organisation goals and objectives.

**Iqra Abdullah, Yahya Rashid and Rozeyta Omar (2013)** Competency based approach towards hiring banking employees is the need of the hour to face the challenges of the industry. Hence, measuring the personality of employees which is a future predictor of performance is a significant task in the human resource department. The big five personality namely extraversion, conscientiousness, agreeableness and openness to experience were studied on a sample of 384 Pakistani banking employees including the public as well as the private banks. AMOS 20 is the software used for Path Analysis. The factor loadings, correlation and regression analysis indicate a positive outcome towards job performance with reference to conscientiousness, extraversion, openness to experience, agreeableness whereas negative effect in regard to neuroticism.

**Khawaja Jehanzeb et al (2012)** this study aims to examine the impact of rewards on job satisfaction in both public and private banks of Saudi Arabia. Regression analysis was developed to test the relationship between rewards, motivation and job satisfaction. Results indicate that (1) rewards have positive significance on motivation, (2) motivation is positively related to the job satisfaction (3) rewards have a positive significant effect on job satisfaction.

**Haripurnomo (2015)** Banking industry is one among those which are experiencing dynamic change to gear up with the expectations of the customers to provide a range of services from the traditional banking to the internet banking in order to sustain the deadly competition. This would be possible only with competent workforce and well planned work systems in the banks to deliver customer satisfaction. Haripurnomo (2015) used a technique as ST( Standard Time calculation ) in the areas of cash withdrawal, cash deposit, bank clearing, withdrawal and cash withdrawal with cheque to calculate the time required for performing the tasks and
accordingly estimate the right number of manpower to discharge their duties. Both the public and private banks were study in the area of Yogyakarta. The findings indicated that there were adequate workforce to meet the necessities of the bank and no auxiliary recruitment is needed.

**Mercy Gacheri Munjuri (2012)** As a result of globalization, the open economy is occupied with a diverse workforce in terms of age, education, beliefs, region, background, gender. This assorted global workforce carries with them varied expectations, values in workplace, personal values, culture and so no. This in turn becomes a challenge to the banking executives and hence essentially need to be managed with utmost concern and care. Mercy Gacheri Munjuri(2012) studies the impact of diversity on the employee performance in Kenya with special reference to the challenges of the banking industry using stratified random sampling targeting selected branches. The findings were clear in reflecting that managers had a higher impact compared to the non-managerial employees. The bank had adopted strategies as equal employment opportunities, diversity training, balanced recruitment and opportunities to minority groups.

**2.2 Organisational Values**

**Marshall Schminke, Anke Arnaud , Regina Taylor (2014)** conducted a cross sectional study to gain a better understanding on the components of organisation justice and also to verify whether the ground level justice climate will influence the organisation climate at the macro levels. The area chosen for the data collection is southeast United States. The findings imply that collective values in a firm strongly influence the overall justice climate.

**Liviu Florea , Yu Ha Cheung, Neil C. Herndon (2013)** Human resources are the assets of any successful organisations, but secret of managing these assets is a crucial challenge and only few firms have excelled in this task. HR strategies which uphold the values of the employees play a key role in maintaining the human resource. The study focus on
understanding the impact of values towards sustainable organisation performance and
efficiency. The values considered in the study are, positive norm of reciprocity, altruism,
private self-effacement and empathy. The authors justify how these values along with ethical
and multicultural values are significant for an organisation to create better results.

**Damodar Suar, Rooplekha Khuntia, (2010)** The study aims at examining two important
facts in steel and aluminium plant belonging to public and private sectors. The first objective
focused to identify if there exist any difference in personal and organisational values. The
second objective examined the resemblance of organisational and personal values and its
impact on the work behaviour and unethical practices. Middle level managers from the states
of Orissa and Jharkhand rated the values related to the study. The findings reflected that
customer service and product quality were the significant values in both the private and
public sector. Alignment of personal and organizational values was high in private sector.
Personal values had a greater impact on the unethical practices and work behaviour in the
organisation.

**Michele Andreaus, Antonino Vaccaro, Michael S. Aßlander (2012)** The authors have
reported the proceedings of 23rd Annual Conference of the European Business Ethics
Network (EBEN) held at Trento during 9th to 11th September 2010. The focus of the
conference was to understand the impact of business ethics and CSR in business and society
particularly in critical situations as economic slowdown. The discussions were to gather
inputs for firms in maintaining their social and moral values to uphold the reputation of the
organization in their day to day managerial activities. The common opinion shared by experts
was evident that immoral business practice, lack of ethical and moral values, social and
environmental values, famine of social concern for the common good of society and
organizational stakeholders hamper the socio-economic development of the society. Hence
organizations need to divert their energy to maintain these values for sustainable growth.
Amy Klemm Verbos, Janice S. Miller (2015) The authors examine the consequences of decision taken and the priorities one desires in the rational decision making process in critical conditions. The study focus on two important dimension of decision making namely relational value orientation (RVO) and just value orientation (JVO). It is clear that factors such as instrumental cooperation, relational cooperation are significant influencers in the ethical decision making, while just value orientation supports to a decision of relational cooperation. It was also evident that relational value orientation is concerned to both relational connection and expected mutual benefit.

K. Gregory Jin, Ronald Drozdenko, Sara DeLoughy (2013) The authors examined the association amidst financial professional’s perceived organizational value clusters, corporate social responsibility, ethics and corporate performance to evaluate the financial health with special focus in situations of financial breakdown. 680 financial professionals provided their valuable response. It was evident that organizational core values influenced social responsibility, corporate ethics and financial performance of the firms. Employees can be more ethically and socially responsible by adopting organic core values which are featured by openness, flexibility, democratic, creativity that enhances trust and ownership rather than restricting to rigid mechanistic values.

Ellen R. Auster, R. Edward Freeman (2013) are of the opinion crucial factors as eminent leadership, legitimacy and value based business activity are challenging to be maintained in organizations predominantly in economic cessation. In most of the cases value fit between the individual and that of the organization play a significant role to maintain acceptable business environment. The culture of communicating the organization values provides an occasion to build an understanding among the stakeholders about the whereabouts of the organization activities.
Michael Bazigos, Aaron De Smet, Bill Schaninger, (2015) The authors have highlighted the importance of organizational health in organization which payoff long term profits. Organizational health as defined by experts is the proficiency of the firm to achieve sustainable business excellence by meeting the stakeholder’s expectations. The cultures of shared vision among the members of the organization provide sufficient potential to explore the prospects in the market with profitable practices to arrive at the best in class results. Such companies bag success in the areas of gaining excellent market share, profits, customer satisfaction and also engender higher returns to its investors .Benchmarked organizations in their journey of sustainable performance have followed and practiced strategies as leader driven ,market focused ,execution edge ,talent and knowledge core. Nine dimensions of organizational health identified are direction, accountability, coordination and control, external orientation, leadership, innovation and learning, capabilities, motivation, culture and climate. Shared vision, strategic clarity and employee involvement are the factors of direction. Similarly, meaningful values, inspirational leaders, career opportunities, rewards and recognition are the factors that derive motivation in the organization.

Brian Shapiro , Michael Naughton (2015) The authors highlight the importance of integrating the organisation mission, values with the business operations followed to have a holistic approach towards having a better understanding of the performance of the organization. The value system plays a significant role in the day to day business operations. Organisations continuously strive to cultivate values for better working atmosphere in the areas of providing guidance ,support to advance in career , sharing resources, safeguard self respect , dignity and looking into the common good of all (Mele,2003). The research is conducted in a very reputed firm namely Reell Precision Manufacturing, Inc. honored with the prestigious Minnesota Business Ethics Award in 2003 and the National Business Ethics Award in 2004.The role of shared values, procedures, rules and organisational objectives in
organising the business operations and activities are very significant (Schatzki, 2002, 2003, 2005).

Junhui Ye (2012) The present study gives an enhanced understanding on organizational values and its influence on employees’ citizenship behaviour in a Chinese firm. OCBs is an culture were the employee demonstrates a behaviour such as altruism toward colleagues, identification with company, interpersonal harmony and protecting company resources conscientiousness. OCB cannot be directly measured and evaluated, but drives the overall activities of the organization. Organizational identification elicits a sense of belonging with the task, role, department and organization where in the employees take the organization's goals as their own goal. Organization-based self-esteem (OBSE) is the practice of achieving one’s self needs with accepting and performing the organizational roles. The best can be predicted when the employee goals and organizational goals are similar. It is clear from the study that organizational values significantly influences the employee’s organizational citizenship behaviour, but organizational identification and OBSE have a mediating effect.

Amy L Kristof (1996) The research article signifies the importance of the concept known as person – organization fit in organization for long term prosperity and growth. Person – vocation fit denotes a gelled behaviour in employees that is experienced when there exists analogy with one’s personal qualities and the occupation chosen. It is purely the similarities of individual’s attitudes, beliefs and values to that of organization values, climate, policy, culture, objectives and norms. P-O fit contributes the organization in terms of enhanced flexibility towards organizational change during technological up gradation, structural variation, up gradation in quality initiatives and likewise. It also contributes in retaining employees .The culture of P-O fit is complementary and supplementary in creating the work environment that ensures compatibility between the individuals and their organization.
S. Sai Manohar, Shiv R. Pandit (2014) Innovation and creative strategies are the secret for any organization to sustain the present competitive economy. The objective of this research is to examine the prominence of organizational core values and beliefs that enhance the performance. Values emerge from the organization culture as envisioned by the founders of the firm. The core beliefs and values act as yardstick to direct and govern the activities of the organization. Leading companies were selected in and around Indian in innovation in the field of product, process, and business model innovation. The variables leading to innovation that were included in the study were core values, organizational climate, customer focus, creativity, leadership and envisioning future. Apart from these values, emphasis on cutting edge technology, profits, innovation leadership, intense customer focus, product quality, organizational agility and striving to be a pioneer in the industry were focused. The findings indicated the importance of values leading to innovation in the order of intense customer focus with the first priority, followed by product quality, innovation leadership, striving to be a pioneer in the industry and profits.

Eberhard Schnebel (2000) Corporate values are the guidelines of the organization and serve as a yardstick to regulate and govern an expectable state of behaviour by the members of the organization. This article outlines the importance of values in the decision making process. Well structured, predetermined, understandable and clear values are essential in arriving at rational decision that reflects the ethical practice of the firm. Apart from inspiring the members in ethical decision making values endorse better understanding, reinforce the interrelationships that in turn enhances the cooperativeness in the employees. The values makes each individual responsible for their acts, attitude and makes them socially responsible by reducing the difference in behaviour due to the variation in the social and cultural value system held individually.
Jelena Spanjol, Leona Tam, Vivian Tam (2015) Similarity in individual values and organisational values fetches benefits in producing a better person – organisation fit which results in higher level of satisfaction, better engagement, commitment and creativity on the role. The present research emphasis the importance of matching the individual values of employees oriented towards environmental protection to the interest of the organization. A better match enhance the employee’s experience satisfaction in their roles and responsibilities.

Victoria von Groddeck (2011) Communicating the moral or social values in business is virtuous practice to maintain transparency and healthy relationship among the stakeholders in the long run. The authors Victoria von Groddeck stress the importance of sharing the organization values as a coping strategy for organizations in managing the uncertainties. Essentially and very basically the practice of communicating values strengthens the coordination between the members of the organization. In case of informing possible changes the organization would experience, managing heterogeneous outlooks guide the executive to take up rational decisions. Value communication supports the organization in coping with complex situations due to ambiguity and uncertainty by providing strategies to adapt to the environmental challenges experienced. Value semantics is an effective tool to market the organization brand and image.

2.3. Generation and workplace values

Generational cohort is a social construct with specific characteristics, traits, experiences, preferences and attitudes towards life and society. This is due to the social and historic situations under gone in the time period (Inglehart 2015, Strauss and Howe 1991).Behaviour and attitude tend to be relatively stable over a period of time (Smola and Sutton,2002) that differs one individual form another. Each generational cohort is different from the other due to the unique set of expectations,preferences and in turn differentiating their workplace
attitudes and conduct (Jurkiewiez and Brown 1998; Kupperschmit 2000). Perception in regard to application of technology, communication methods, team work, attitude towards organisation, involvement, commitment, job and authority are witnessed in workplace (Kupperschmit 2000; Crumpacker and Crumpacker 2007; Twenge and Campbell 2008). Differences in the workplace values among generations are due facts as life stage, ageing, experience and career stage. Lyons (2004) has classified generational cohorts as Baby Boomers, Gen X and Gen Y. Baby Boomers are those individuals born between 1946 and 1961, Generation X are born between 1962 and 1979, those born 1980 onwards are Generation Y. It is surprising that the current workforce consists of Baby Boomers and Generation X in big proportion with the entry of the Millennial (Gen Y).

**Baby Boomers.**

The Baby Boomers are born between the period of 1946 and 1961. This group respect authority and hierarchy in the workplace. They take responsibilities and prefer face to face interaction. They follow the culture of live to work, boomers are loyal to the organisations, value team work and prefer formal organisational climate (Fogg 2009). Boomers respect seniority compared to merit and hence wait for their turn in case of advancement and growth. Baby boomers prefer formal feedback from their superiors in terms of financial rewards, recognition and promotions (Crumpacker and Crumpacker 2007). Boomers are resistant to change.

**Generation X.**

Generation X employees are those born between 1962 and 1979. They show weak work commitment with the norm of work to live. Gen X group value informal work set with autonomy in work environment and personal life activities are on priority (Twenge 2010). Gen X are attracted with flexible schedules, interesting work, time off with professional development and child care to balance both occupation and personal life. These
employees are multi skilled, aligned towards the latest technology. Gen X employees expect immediate rewards and recognition such as promotions, appreciation and recognition. Social medias and Information technology revolution with their upbringing in tech era are the cause of this behaviour. These generations prefer social medias and hence neglect face to face interaction (Crumpacker and Crumpacker 2007). Loyalty towards organisation is low when compared with Baby Boomers.

**Generation Y**

Also, called as Millennial (Strauss and Howe, 2000), Generation Y, Nexters (Zemke et al., 2000), Generation Me (Twenge, 2008) are those born 1980 onwards. Gen Y naturally are very positive and technology driven individuals. Generation Y have a preference towards workplace with fun and enjoy to be in group expecting immediate feedback (Crumpacker and Crumpacker 2007; Fogg 2009; Dogan Gorsoy 2008). This group prefers usage of technology and multitasking. Gen Y are ahead compared to generation X since they are born and brought up in the electronic era. Gen Y finds opportunities to spend time with friends and family on priority over their proficient dedication (Myers and Sadaghiani 2010). Nexters are identified for job hopping and not loyal to the organisations.

**Fred J Thumin et al (1995)** have studied the perceived importance of workplace values as customer service, excellent product and service quality, staffing high talented employees, career counselling, safety and welfare for employees, fair and equitable rewards system, designing challenging tasks, avoid discrimination in all means and act, environmental protection in service sectors as advertising personnel, CPA’s and business school professors. The aim is to study the variation of workplace values between different service sectors. All the service sectors professed customer service, ethical behaviour and product quality high.

**Karen Wey Smola and CharLotte D Sutton (2002)** the main objective was to explore whether work values change with age of employees. Manufacturing, banking, finance,
hospitality, transportation, insurance, education and retail were considered for the study. Desirability of work outcomes, moral importance of work and pride in craftsmanship were studied. The outcome is work values change with age of the employees

Dogan Gursoy et al (2008) focused on examining the similarities and variations in workplace values across the Baby Boomers, generation Xers in hospitality workforce. In depth focus group interviews was adopted. The millennial group favour to work in a team with strong teamwork and judge in centralized actions. Baby Boomers live to work, wait for their turn for promotion and have high degree of loyalty. The findings indicated Gen X work to live, insist instantaneous results and are less loyal.

Lucy Cennamo and Dianne Gardner (2008) examined the variation in work values across Baby Boomers, generation X and generation Y. Work values, job satisfaction, intentions to leave and affective organisational commitment through which person – organisation fit were studied. Employees with superior organisation commitment with condensed intention to leave have better fit. Baby Boomers established better person – organisation fit with extrinsic and status values whereas the younger group have precedence for status and freedom values.

Jean M.Twenge et al (2010) analysed the workplace values of Baby Boomers, Gen X and Gen Y in US. Intrinsic, extrinsic, altruistic and leisure values were studied. The findings indicated the aspiration for leisure times have amplified over generation with Gen Y having elevated wants of extrinsic values in contrast with another group. While affinity towards work commitment and involvement have refuse over generations with Baby Boomers rated high and low with the Gen Y.

Lisa K.J. Kuron et al (2014) explored if work values change during the life stages in a sample of Canadian Millennial. Achievement, interesting work, salary, doing work that helped others along with working with good co – workers are the workplace values studied.
The statistical tool used is MANOVA. The authors concluded that, maturation in human behaviour causes disparity in workplace values over life stages.

**Dr Peter Miller, Dr Hui-Chun Yu, 2003** This study is conducted to examine the distinction in the workplace values among the baby boomers and the generation Xers. Manufacturing sector and higher education were the population of the study. MANOVA findings indicated disparity in the two generation groups while this was not observed in the education sector.

### 2.4 Workplace values

**Maria Ros, Shalom H. Schwartz and Shoshana Surkiss (1999)** The workplace values are the manifestation of basic individuals values held among the employees. The attitude, beliefs, values have a direct impact on the employee behaviour at workplace. The four well known workplace values identified and extensive studied are extrinsic, intrinsic, social and prestige values. Intrinsic workplace values concentrate on interest, openness to change values, creativity in work, the quest of autonomy and growth. Extrinsic workplace values articulate protection values as job security, salary, rewards that offer employees the essential factors of living. Social values are also recognized as interpersonal workplace values that foster constructive social relations and meet the societal requirements. Prestige values focus on advancement, status, achievement, independence, recognition in the workplace that boosts up the self-esteem in employees. These values were studied using an Israeli sample of students and teachers. The findings indicated no differences between the teacher and education student in case of higher order values at workplace.

**Debats, D.L. & Bartelds, B.F (2005)** The objective of this study was to establish coherence among the human value as values do not subsist in separation, but there is connectivity in one or the other form. Human values have mutually influencing nature. According to RVS the 36 values belong to instrumental and terminal values. The correlation is estimated by using principal component factor analysis. Orthogonal rotation varimax is used to cluster the values
RVS proposed by Rokeach’s (1973) is the most accepted construct due to its rationality.

**Ruth Alas, Sun Wei (2008)** The macro-environment of a nation such as socio-economic, political, legal and the institutional context influence the work-related attitudes. The evolution of any economy towards globalization brings political and cultural changes, which will naturally lead to changes in value systems. Ruth Alas, Sun Wei (2008) have studied the variation in workplace values with reference to the age of the employees which is one among the most important demographic factor of consideration that impacts the value system. Employee’s ability to cope with the changes in response to environmental change is the need of the hour. Chinese organizations were the sample for understanding the influence of societal culture on organization practices and the attitude of employees was analyzed. Leadership ideological values, business ideological values, social values, organizational-legal values, values related to the mode of life, specialty related values, personal values, cultural values and ethical values are understood among the employees of different age cohorts. The senior employees had priority on cultural values and specialty-related values while the younger group preferred social values, leadership ideological values and ethical values.

**Ellwood E Oakley, III Patricia Lynch (2000)** Ethical and moral values are the core of any organization that denotes integrity among the stakeholders. Keeping up the commitment in organization context is one of the most important moral values followed in the business and society. The respondents (708) included in the study were U.S. executives and business students. The attitude of employees in regard to promise keeping was analyzed with age, gender, the supervisory role held in the organization. It is clear from the study that employees have the tendency to give away their promise made earlier for their personal interest.

**Paul D. Longenecker (2006)** Core values are the basic blocks for any organisation’s functioning and administration. The author in this research study the significance of core
values in organizations with individual perspective in health care sector. The sample of 531 experts responded to the questionnaire on three important values namely faith, family, and love. The findings indicated that irrespective of the demographic factors significant variation was not observed as the core values held by the health care sector employees were identical.

**Rudi Kirkhaug (2009)** The author states the introduction of value based management in a bureaucratic system with hierarchical structure and decentralization will support the current formal systems rather than replacing them. Values are dependent on the social, emotional, institutional and formal structures, systems and process. The results are as follows: affective commitment and group coherence have a high and positive correlation with the value perception among the employees. But on the other side loyalty toward immediate superiors showed significant negative correlation. Formal systems reflected a positive but insignificant correlation.

**Timothy A. Judge, Robert D. Bretz Jr. (1999)** Many factors influence an individual’s decision on selecting the career. The value system, beliefs, values and priorities of individuals play a major role. Timothy A. Judge, Robert D. Bretz Jr have made an attempt to observe the effect of workplace values on decision making, job satisfaction and commitment. It is observed that individuals choose job with values similar to their value alignment so that they can experience their values in the workplace too. This in turn creates job satisfaction and contentment with engrossed workforce.

**Shah Jalal Sarker, Alf Crossman (2003)** The authors have examined the relationship between tenure of service and age on job satisfaction. Independent impact and interaction effect of both age and tenure on satisfaction was the research question. The results indicated that age had no impact on satisfaction, while tenure had remarkable influence on satisfaction which is revised by age.
Patricia M. Sias (2005) The relationship existing among the peer co-workers is a determinant for the flow of work related information. Periodic, appropriateness, accuracy of information provide from their managers helps the employees to be efficient on their roles as well as take timely decisions. Manager - subordinate frequency of affiliation had a positive influence towards the amount and quality of information, which in turn had an impact on the job satisfaction level.

2.5 Work life balance and workplace values

Mahshid Jalilvand (2000) As a result of rise in education level and the rise in the cost of living the rate of women entering the work force have drastically increased. Working women have to balance both person front and professional challenges. Obviously the workplace values, beliefs and priority also differ to greater extent. Extant literature and contribution of previous researchers have identified life values as social, religious, political, theoretical, aesthetic and economic that differ in frequency with women employees. Working group showed eminence to economic and political values while the non-working class gave importance to the social and religious values. Similarity is found in both the groups for aesthetic and theoretical value

Terri A Scandura Melenie J Lankau, (1997) Organizations implement various retention strategies to reduce the labour attrition and simultaneously attract talented workforce. Women percentage in the labour workforce is increasing day by day due the enhancement in the education opportunities available. In order to accommodate the challenges faced by the employees playing roles in professional and personal edge HR practices as work from home option, job sharing, flexi time have mutually benefitted the workforce as well as the organizations. Creating a workplace with appropriate feasibility have resulted in higher level of commitment and job satisfaction leading towards organization commitment.
Kristin Byron, (2003) Creating a balance between work life and personal life has always been a challenge due to the complexity involved in both the dimensions. But success lands up to those managing both the fronts by understanding the factors causing and accordingly coping the stress caused in a smart direction. Three important factors that cause conflict are the demographic factors as marital status, gender, income and coping skills of individuals. The workplace challenges also to a greater level create stress when employee, female in particular cannot adopt themselves to the challenges of job stress. The major factor influencing the work life struggle among employees are the hours of work, support received from the co-workers and the managers, involvement and the flexibility allowed in the workplace. The other important dimension that cannot be neglected is the family life which suffers due to insufficient time left to attend to the concerns of the family members, lack of family and spouse support, number of children to be taken care, unavailability of child care and likewise. When an individual is incapable of addressing these responsibility one can experience the spillover effect of family interference with work and work interference with family causing stress and conflicts.

Nini Yang, (2000) The cultural values of different societies differ based on the beliefs, culture and values held by the citizens. The author Nini Yang compares the American society and the Chinese society with respect to the importance of involvement towards work – family. It is identified that the Americans give importance to family association in situation to stretch extra and avoid taking such initiatives that hamper their family happiness. The Chinese rather practice the other way of sacrificing the family happiness and see themselves to serve the organization in taking up extra assignments with the view of benefiting their family.

Jane Sturges and David Guest (2004) Extended working hours is one of the challenges faced by employees in this competitive world of survival. The author Jane Sturges and David
Guest have studied the relationships amid work life balance, working hours, stress due to work/non-work unevenness with organizational commitment. It was observed that the employees in building their career accomplishment stretch themselves in putting extra hours in professional development that in turn creates an imbalance in connecting personal life and professional life. Health issues at younger age due to psychological reasons hinder their overall performance. It is required to come out with effective HR practices and strategies to manage these issues.

Virginia Smith Major, Katherine J. Klein, and Mark G. Ehrhart (2002) Occupational stress, the antecedents and the spillover effect is an interesting area to be understood by the current managers to be effective in their role. Common reasons for creating pressure in workplace are workload, organizational expectations, non-job responsibility, parental responsibility, rewards and recognition, employee financial status, uncertain and unexpected tasks, flexibility in workplace are some to mention. The results of enlarged work time are stress, imbalanced work life and psychological distress. Employees form Fortune 500 company responded to analyze the relation between the work time, psychological distress and the spillover towards personal life as work interference with family. The results indicated positive relation of work time on work interference with family, negative with respect to distress.

2.6 Gender and workplace values

Zehava Rosenblatt et al, (1999) the authors have focused on the gender based priority with regard to job insecurity and in turn the other work attitudes such as commitment towards organization, intensity to quit, resistance to change, perceived performance and perceived organizational support. The study is conducted by considering Israeli school teachers. The major findings show that the impact of job insecurity is different with male and female. In case of male employee’s resistance to change, intention to quit the organisation and
commitment towards organisation goals were seriously affected. But in case of female employees all the job attitudes was significantly affected.

Peggy A Thoits (1992) The focus of this paper is to investigate the benefits of values on the emotional part of individual and also identify the differences on impact in marital and gender cases with a sample of married and divorced urban respondents. The importance of certain role taken by an individual and the interlink the role has with others in the society is influenced by the social status such as gender and marital. Negative life experiences and events are a source of stress and impacts the emotional state of individuals when the events experienced are relevant to the personal values that have been original in nature.

Rachel Gali Cinamon, Yisrael Rich (2002) The authors have studied the relationship between gender and work life balance. Three different contour are identified on the support of the previous researcher (Cinamon & Rich, 2002) namely work profile, dual profile and family profile based on the priority given to the family life or work life. Individuals giving significance to family over the professional life is known as family profile, those having equal importance to both family and work are known as dual profile and last the work profile were individual with high priority to work life. Respondents for the study included Israeli employees of Computer Company, 126 married men and 87 married women. The study concludes that Men were uniformly scattered in all the profile while the same was not evident in women. Men preferred work profile and women on the other hand have affinity towards family profile. Also women exhibit higher parenting and work values. With regard to dual profile no gender variation is noticed. Between and within gender difference were clear in regard to professional and personal divergence.

David Gefen (1997), this study is an extension of Davis' (1989) TAM model by including gender to an IT diffusion model. 392 female and male knowledge workers using E-mail systems in the airline industry in North America, Asia, and Europe were the respondents for
the study. One of the fact the study reveals is men have a priority on discussion on hierarchy and autonomy while women’s centre of attention is on relationship, harmony and shared vision. The important findings indicated by the authors is that women and men differ in their insight but not with the application of IT and e-mail.